

# FINANCIAL TIMES

The Republicans

Starting to be resigned to defeat

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Hong Kong

Tung Chee-hwa set for power

Page 7

Today's surveys

Private Finance Ayrshire

Separate section, Pages 23-25

TOMORROW'S

Weekend FT

The man who became a brand

## SGS-Thomson shares jump as profits rise 2.6%

Shares in SGS-Thomson Microelectronics rose nearly 10 per cent in Paris as the Franco-Italian semiconductor manufacturer unveiled third-quarter results up 2.6 per cent to \$122.4m. The company, the world's 12th largest chip manufacturer, said the results showed it was continuing to perform well in difficult market conditions. Page 27

**Survey lists riskiest countries:** Russia is the riskiest country in the world to do business in, according to a survey by London-based corporate intelligence and research consultancy, Merchant International Group. Venezuela and Mexico were the second and third. Page 16

**French civil servants strike:** A third of France's 1.68m civil servants backed unions' strikes calls and stayed away from work to protest against government plans to restrain their pay and cut their jobs. Page 3

**Fed says US growth slowing:** The US Federal Reserve said economic growth appeared to have slowed in recent months to 0.2 per cent last month compared with 0.4 per cent in August, in line with its projections. Page 4

**UK gun industry seeks compensation:** The UK gun industry demanded compensation for what it described as the "devastating" business impact of the government's proposals to ban most handguns. Page 11

**Kurdistan threatens to call in Iraq:** Kurdistan Democratic Party leader Masoud Barzani threatened to draw Iraq into inter-Kurdish fighting following accusations that Iraq has helped the rival Patriotic Union of Kurdistan regain territory lost last month. Page 8

**EU tourism chief asked to leave:** The director general of the European Commission's tourism division has been asked to take early retirement following accusations of mismanagement in the department. Page 3

**Japanese election may end instability:** The Japanese general election on Sunday, the first trial of a new voting system mixing first-past-the-post single-seat districts and proportional representation, could produce a clear winner to end three years of instability. Page 6; Editorial Comment, Page 15

**UN votes on security council seats:** United Nations members will vote on Monday on filling five seats in the Security Council with only one of the two-year terms uncontested. Page 8

**France plans telecom changes:** France may introduce a telephone numbering scheme enabling customers to easily choose between rival operators, encouraging competition in the long-distance and international call market. French connection, Page 15

**Pearson, the media, information and entertainment group which owns the Financial Times, has appointed Marjorie Scardino, chief executive of The Economist Group, as group chief executive. Dennis Stevenson, currently a non-executive director of Pearson, will become deputy chairman. Page 17**

**S Korean defence minister sacked:** South Korea's President Kim Young-sam sacked his defence minister Lee Yang-ho in response to criticism over the intrusion of a North Korean submarine last month. Page 6

**Iberia, the state-owned Spanish airline which was bailed out with fresh subsidies early this year, is hoping for an alliance with British Airways and American Airlines. Page 20**

**Adams wins US support:** National Committee on American Foreign Policy chairman Bill Flynn criticised the Irish Republican Army for ending its ceasefire but gave a strong endorsement to Gerry Adams, president of the IRA's political wing Sinn Féin. Page 11

**Toyota, the world's second biggest carmaker, is considering building vehicles in eastern Europe - potentially the most significant investment by a Japanese manufacturer there since the collapse of communism. Page 5**

**Guatemalan stadium stampede kills 82:** At least 82 people were crushed to death in a stampede at an overcrowded stadium in Guatemala City, after fans without tickets barged in to see a World Cup soccer qualifying game against Costa Rica.

FT.com: the FT web site provides online news, comment and analysis at <http://www.ft.com>

**STOCK MARKET INDICES**

|                     |           |          |
|---------------------|-----------|----------|
| New York Composite  | 1,247.81  | (+22.38) |
| Dow Jones Ind       | 8,043.17  | (+31.18) |
| NASDAQ Composite    | 1,247.81  | (+31.18) |
| Europe and Far East |           |          |
| FTSE 100            | 2,165.32  | (+6.81)  |
| DAX                 | 2,716.28  | (+1.35)  |
| Nikkei              | 14,021.1  | (+17.7)  |
| Hong Kong           | 21,423.74 | (+25.52) |

**US LUNCHTIME RATES**

|                    |         |
|--------------------|---------|
| Federal Funds      | 5.25%   |
| 3-month Treas Bill | 5.0625% |
| Long Bond          | 6.61%   |
| Yield              | 6.816%  |

**OTHER RATES**

|                     |         |
|---------------------|---------|
| 3-6 month Interbank | 5.125%  |
| 90 day LIBOR        | 5.0625% |
| 3-month LIBOR       | 5.0000% |
| 6-month LIBOR       | 5.0000% |
| 12-month LIBOR      | 5.0000% |
| Japan 10 yr JGB     | 4.0125% |
| Japan 10 yr JGB     | 4.0125% |

**NORTH SEA OIL (Argus)**

|             |           |          |
|-------------|-----------|----------|
| Brent Dated | \$ 24.525 | (24.525) |
|-------------|-----------|----------|

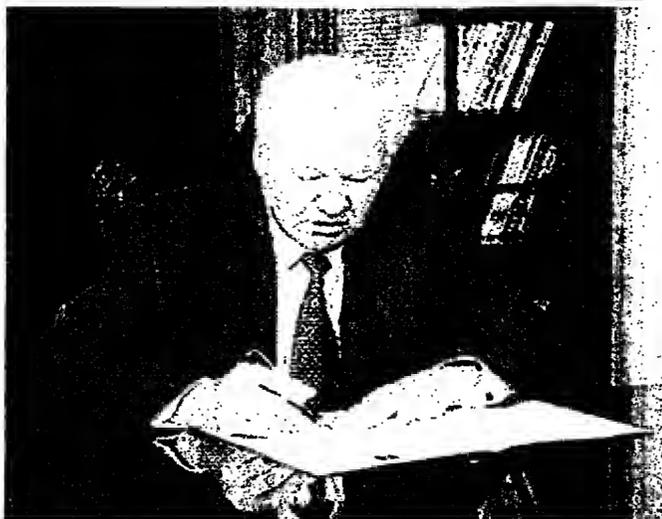
|              |         |       |           |         |       |
|--------------|---------|-------|-----------|---------|-------|
| Alexis       | 15x 275 | 60.75 | Lithuania | 18x 100 | 60.75 |
| Austria      | 30x 57  | 60.75 | Denmark   | 30x 57  | 60.75 |
| Bahrain      | 30x 57  | 60.75 | Hong Kong | 30x 57  | 60.75 |
| Bangkok      | 30x 57  | 60.75 | India     | 30x 57  | 60.75 |
| Beijing      | 30x 57  | 60.75 | China     | 30x 57  | 60.75 |
| Bombay       | 30x 57  | 60.75 | France    | 30x 57  | 60.75 |
| Buenos Aires | 30x 57  | 60.75 | Canada    | 30x 57  | 60.75 |
| Calcutta     | 30x 57  | 60.75 | Germany   | 30x 57  | 60.75 |
| Canton       | 30x 57  | 60.75 | Italy     | 30x 57  | 60.75 |
| Chongqing    | 30x 57  | 60.75 | Japan     | 30x 57  | 60.75 |
| Cebu         | 30x 57  | 60.75 | Korea     | 30x 57  | 60.75 |
| Colon        | 30x 57  | 60.75 | Malaysia  | 30x 57  | 60.75 |
| Damascus     | 30x 57  | 60.75 | Peru      | 30x 57  | 60.75 |
| Dhaka        | 30x 57  | 60.75 | Russia    | 30x 57  | 60.75 |
| Hankow       | 30x 57  | 60.75 | Singapore | 30x 57  | 60.75 |
| Hong Kong    | 30x 57  | 60.75 | Taiwan    | 30x 57  | 60.75 |
| Kobe         | 30x 57  | 60.75 | Thailand  | 30x 57  | 60.75 |
| London       | 30x 57  | 60.75 | USA       | 30x 57  | 60.75 |
| Lyons        | 30x 57  | 60.75 | Yokohama  | 30x 57  | 60.75 |

Russia's most popular politician now in open opposition to the Kremlin

## Yeltsin sacks 'disruptive' Lebed

By Chrystia Freeland in Moscow

Russian President Boris Yeltsin yesterday sacked his security chief, Mr Alexander Lebed, pushing the country's most popular politician into open opposition to the Kremlin. The decision threatened to add to the feverish political atmosphere in Moscow and could also jeopardise the fragile ceasefire in Chechnya negotiated by Mr Lebed in August. Mr Yeltsin announced the dismissal in a two-minute television appearance, saying he could not tolerate an aide who squabbled with other members of the administration and bucked the official Kremlin line. "A team should be close-knit, but it turns out that everyone is at cross-purposes. And it is Lebed who disrupts the team," Mr Yeltsin said. In an apparent effort to pre-empt speculation about the legitimacy of the decree firing the popular security chief, Mr Yeltsin signed the order on air, moving his hand shakily across the page.



President Boris Yeltsin makes a two-minute appearance on television to sign the decree sacking his security chief, Alexander Lebed, pictured above.

'A team should be close-knit, but it turns out that everyone is at cross-purposes. And it is Lebed who disrupts the team'

- Boris Yeltsin

'I call on my comrades in arms, my allies and people who I probably do not know in person... Do not do anything abrupt! We act only using constitutional means.'

- Alexander Lebed

The Kremlin hoped the decision to expel the administration's most outspoken dissenter would help calm weeks of embarrassing battles within the government and send a clear signal that Mr Yeltsin remains in charge of the country despite his heart condition. Mr Lebed blamed his dismissal on Mr Anatoly Chubais, the president's influential chief of staff, and powerful

business interests which had been profiting from the Chechen war. His fiery rejoinder suggested that by pushing out the man judged in a recent poll to be Russia's most trusted politician, the Kremlin risks forcing into the open the covert struggles which have come to dominate Russian politics. Smiling broadly, the former general denied charges that he

had been planning a coup and said the president was fully entitled to sack him. But he also announced that he would now devote himself to building up a political machine to back an eventual bid for the presidency. Mr Lebed said he had been removed because he was "inconvenient" for Mr Chubais, whom he accused of establishing "a regency" and

seeking one day to become president himself. He also pointed the finger at one of Russia's most powerful businessmen, Mr Boris Beresovsky, whose empire includes the main national television channel, a chain of car-dealerships and an oil company. Mr Lebed said Mr Beresovsky had personally threatened him after he had agreed a truce in Chechnya, saying the

deal harmed his business interests. In a signal that over the next few weeks Russia's already vigorous national mud-slinging could intensify, Mr Lebed said the trigger for his dismissal was a dossier naming the culprits who had profited from the Chechen war. He said he had submitted the documents to the president's office two days ago and

promised to publicise them soon. Mr Lebed also said that his dismissal was "inevitable", a judgment with which other politicians and observers were eager to agree. Since his appointment in June, Mr Lebed has been at the centre of controversy. Continued on Page 16

## Lockheed swoops on UAE warplane deal

By Robin Allen in Dubai and Ross Tieman in London

Lockheed Martin of the US is set to clinch the lion's share of a supply and support contract worth \$68m to \$88m to equip the air force of the United Arab Emirates with 80 new strike aircraft. A UK offer to lease Tornado bombers until the Eurofighter 2000 becomes available soon after the turn of the century has been rejected, along with bids from McDonnell Douglas of the US and Russian fighter manufacturers. But

Dassault Aviation of France may win part or all of the contract if the Washington refuses to allow aircraft of sufficiently high specification to be exported, US defence experts say. They said Abu Dhabi had made Lockheed's F16 Falcon its first choice, but one of them added: "Whether Lockheed wins the order for all 80 aircraft depends on whether the US is willing to supply [all] of the avionics, electronics weapons systems, stand-off missiles and support systems which Abu Dhabi wants." He went on: "Politically, the choice

of a US aircraft makes sense because it tightens links with the one country which alone can guarantee the external security of the United Arab Emirates." France, which, like the US, has a defence accord with Abu Dhabi, has offered Mirage 2000-5 aircraft and is also keen to sell its Rafale fighter-bomber, expected to be available by 2004 or 2005. The Abu Dhabi air force already operates a fleet of 64 Mirage fighter-bombers. But the emirate is deeply alarmed at the arms build-up in Iran, just 100 kilometers away, and wants

to acquire long-range aircraft capable of delivering retaliatory strikes deep inside Iran, if necessary. In a hard-fought competition, Lockheed is understood to have offered specially modified long-range versions of its fighter bomber. An offer of long-range F15 aircraft from McDonnell Douglas was rejected. If the US does not fully satisfy Abu Dhabi's demands for long-range versions of the F16 with the latest avionics, then the French option is still open as a "bargaining weapon". One expert said: "Abu Dhabi would buy fewer F-16s and make up

the difference with more Mirage 2000s, and by upgrading some 40 of those already in service." Abu Dhabi is already a customer of British Aerospace, operating 18 Hawk 100 training aircraft. But BAe's prime contender for the contract, the Tornado, is to be replaced with the high-performance Eurofighter, which has yet to enter squadron service. The aircraft themselves are likely to make up less than half of the value of the contract. The rest will include munitions, ground equipment and in-service support.

## Telekom may limit private share sale

By Michael Lindemann in Bonn

Deutsche Telekom is likely to have to scale back the number of its shares available for individual investors in Germany because the issue, Europe's biggest initial public offering, is heading for massive over-subscription. More than 3m people, far more than expected, are thought to have signed up to a scheme that provides individual investors with discounts and priority allocation of shares. If all 3m apply for only the minimum 100 shares each, they would take 60 per cent of the issue - considerably more than the 40 per cent Deutsche Telekom had hoped to place with individual investors.

## Investors approve Lagardere plan to take on Thomson

By David Buchanan in Paris and Jack Burton in Seoul

Investors approved Lagardere's plan to take over Thomson, the troubled French electronics and defence group, yesterday as its shares soared 23.6 per cent. The shares closed at FF164.60, (\$32.46) up FF31.50. Some 6m Lagardere shares, amounting to 6.11 per cent of the group's capital, changed hands yesterday. The price of Lagardere warrants, convertible next January into shares at FF130, rose even more sharply to close at FF73.40 the day before. Shares in Thomson-CSF were also traded heavily, but the price closed 1.8 per cent down on the day at FF158.30. Lagardere has offered minority shareholders who hold 42 per cent of the defence company the chance to sell their Thomson-CSF shares for FF156.

Other quoted Lagardere subsidiaries - the Europe 1 radio station and Filipacchi publishing - also put on substantial share gains. French trade unions, backed by the opposition Socialist party, denounced Lagardere's

intention to sell the Thomson Multimedia consumer electronics business to Daewoo of Korea. Daewoo Electronics yesterday provided the first financial details of the deal. It said it was buying Thomson Multimedia for a symbolic FF1 and assuming \$960m of the company's \$3bn debt. The French government would remain responsible for the rest. Daewoo has persuaded the French government to assume almost 70 per cent of Thomson's debts by promising to double its French workforce to 10,000. The additional French jobs will be created by building a new TV parts factory. Mr Bae Soon-hoon, the Daewoo Electronics chairman, claimed the financing arrangement would enable Thomson to report a net profit by 1998. Thomson Multimedia reported an operating profit of \$70m last year, but it recorded a net loss of \$218m because of debt-servicing costs. Mr Bae, who will become president and chief executive of Thomson Multimedia, said Daewoo planned to cut Thomson

Continued on Page 16

Continued on Page 16

|   |           |          |
|---|-----------|----------|
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| Brent Dated   | \$ 24.525 | (24.525) |
| <b>STERLING</b>   |           |          |
| DM  | 2.4681    | (2.465)  |
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# Eurofighter flies into stormier skies

## Bonn's budget battle puts project in line of fire, writes Michael Lindemann

Funding for the four-nation Eurofighter programme has come under fresh scrutiny after this week's scrapping of Germany's plans to increase tax revenues next year to ensure that it meets the Maastricht criteria for the planned European single currency.

Mr Theo Waigel, the finance minister, has abandoned a proposal to delay for one year an increase in children's allowances and decided not to modify the wealth tax after failing to reach agreement with the opposition Social Democrats, who control the upper house of parliament.

This has forced him to rethink his fiscal arithmetic for 1997, making further budget cuts more likely. Eurofighter has been attacked as unnecessary by the SPD, and as too expensive by others, including the FDP, the junior partner in the government coalition.

"The chances of the project collapsing are as close as I have ever known them to be," says Mr Heinz Schulte, a leading defence analyst based in Bonn. "Just a few months ago there was a 70:30 chance that the Eurofighter would come. Now that has slipped to 52:48."

For months now Mr

Volker Rühle, Germany's defence minister, has been telling Daimler-Benz Aerospace (Dasa), Germany's main contractor on the £400m (\$62.5bn) project, that he has no money for the aircraft which is supposed to be at the heart of Europe's air defence early next century.

Dasa originally said it needed DM700m (\$465m) to start building the assembly lines for the Eurofighter. That has since been reduced to DM652m following cuts in the 1997 defence budget.

The line in Mr Rühle's draft budget which says "Eurofighter" has had no figure attached to it at all,

which is causing growing anxiety not only to German industry but also to politicians and executives in Britain, Spain and Italy, the other partners in Europe's biggest ever joint defence project.

If pushed, officials at Bonn's defence ministry say they might be able to find DM100m next year. If that is all, says an executive at British Aerospace, the UK's main contractor, the project would be "massively delayed".

Contracts for the assembly lines have to be signed by January 1. If they are not, industry has the right to

negotiate new, higher prices - putting even more pressure on Mr Rühle.

Some officials even suggest that Germany might pull out of the programme altogether given the overriding need to meet the Maastricht criteria.

That would mean writing off the DM652m Germany has spent so far on development costs. Contracts already signed mean Germany would also have to transfer, at its cost, all the development technology to its three partners. Moreover about 18,000 German jobs depend on the Eurofighter.

To keep up the political

pressure on Chancellor Helmut Kohl, Mr Rühle has so far refused to allow money to Helios and Horos, reconnaissance satellites which Mr Kohl has promised to build with France.

He's holding two hostages, says one executive. In order to signal to the chancellor that he does not want his budget mauled again next year,

Dasa and the defence ministry are still battling it out over the costs of production, and are likely to do so until November 14, when the parliamentary budget committee will produce a final version of the 1997 budget.

# Heavyweight currency squeezes Czech trade

By Vincent Boland in Prague

The Czech government is casting around for ways of cutting back its soaring trade deficit without breaching its firm commitment not to devalue the koruna.

The cabinet met this week to discuss a range of measures, including boosting export promotion and research and development and curbing public sector wage growth, to tackle a deficit which totalled Kč100.9bn (\$3.7bn) in the eight months to August, and is forecast to reach 7 per cent of gross domestic product this year.

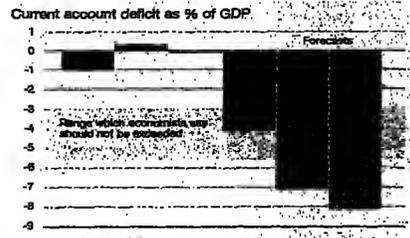
Senior policymakers have agreed on the need to increase domestic competitiveness and exports, which are flagging mainly because of the strength of the koruna and a slowdown in economic activity in the country's main export markets.

Economic ministers and the head of the central bank this week firmly ruled out a devaluation of the currency or import surcharges to cut the deficit.

Mr Václav Klaus, the prime minister, said the strength of the koruna was not the root cause of the problem and promised no change to the long-running policy of fixed exchange rates, which has become an article of faith for the government.

However he said the government wanted to prevent wage growth from exceeding labour productivity growth

Czech balance of payments



Source: Patria Finance

and would seek to curb public sector wage rises.

Mr Kamil Janáček, chief economist at Komerční banka, estimated that nominal public sector wages are up nearly 20 per cent this year and would exceed private sector wage rises for the first time in four years.

Analysts backed the stance on the koruna, but the currency continued to rise against the US dollar and the D-Mark this week, further exacerbating the problems of exporters.

The budget for 1997 allocates increased funding for export promotion and there are moves to involve the foreign ministry and diplomatic missions more closely in promoting Czech goods abroad. Funding for research and development, which has averaged about 1 per cent of gross domestic product is also set to rise.

The government hopes these measures will help slow the deficit, which some economists see rising to 8 per cent of GDP in 1997 net of invisibles, compared with just over 4 per cent last year.

The country is importing capital goods for investment while exports are growing more slowly than imports because of strong demand at home. But the benefits of the imports of technology have still to result in higher exports of better-quality goods.

This is blamed on companies' inability to use them effectively.

"Everybody hoped the benefits would take place this year. The question is how far these imports are being used efficiently," said Mr Martin Kupka, an economist at the investment bank Patria Finance.

# Concern on safety of Cyprus flag ships

Concern about the safety and quality of the Cyprus shipping register was voiced yesterday by Mr Nall Kinnoch, the European Union's transport commissioner, AP reports from Nicosia.

Speaking after meeting Mr Adamos Adamides, the island's transport minister, he said the safety of Cypriot flag vessels and the ease of placing ships on the register were among the issues discussed.

"Obviously this is a matter of particular concern for us given the size of the Cyprus fleet, the fourth largest in the world, and growing, and also the large number of vessels owned by Community [EU] companies that are flying the Cyprus flag," Mr Kinnoch said.

"Cyprus is committed to making improvements in this sector to meet the challenges and requirements of admission to the Union," he said. The island starts accession talks either late next year or in 1998.

Mr Adamides said Cyprus "is not yet in a position to check fully the level of safety of its big merchant fleet which exceeds 2,700 vessels", but it had "clear plans" to start remedying the situation.

These envisaged employing independent inspectors to be based in 50 ports throughout the world to deal with ships that failed to observe safety standards.

# West European new car registrations

|                       | Volume (Units) | Volume Change (%) | Share (%) Jan-Sep 96 | Share (%) Jan-Sep 95 |
|-----------------------|----------------|-------------------|----------------------|----------------------|
| <b>TOTAL MARKET</b>   | 10,992,200     | +6.7              | 100.0                | 100.0                |
| <b>MANUFACTURERS:</b> |                |                   |                      |                      |
| Volkswagen group      | 1,723,509      | +10.4             | 17.1                 | 16.6                 |
| - Volkswagen          | 1,130,671      | +13.4             | 11.2                 | 10.6                 |
| - Audi                | 307,261        | +5.3              | 3.1                  | 3.1                  |
| - Seat                | 225,147        | +1.2              | 2.2                  | 2.4                  |
| - Skoda               | 60,430         | +0.8              | 0.8                  | 0.5                  |
| General Motors        | 1,266,282      | +2.9              | 12.6                 | 13.1                 |
| - Opel/Vauxhall       | 1,215,337      | +3.4              | 12.1                 | 12.5                 |
| - Saab                | 43,021         | -4.9              | 0.4                  | 0.5                  |
| Peugeot/Citroen       | 1,208,399      | +7.1              | 12.0                 | 12.0                 |
| - Peugeot             | 713,121        | +5.9              | 7.1                  | 7.2                  |
| - Citroen             | 495,278        | +9.0              | 4.9                  | 4.8                  |
| Ford group            | 1,188,482      | +3.8              | 12.1                 | 12.0                 |
| - Ford                | 1,177,377      | +3.9              | 11.7                 | 12.0                 |
| - Jaguar              | 11,105         | -9.3              | 0.1                  | 0.1                  |
| Fiat group            | 1,126,408      | +7.3              | 11.2                 | 11.1                 |
| - Fiat                | 901,274        | +10.3             | 9.0                  | 8.7                  |
| - Lancia              | 127,502        | -2.6              | 1.3                  | 1.4                  |
| - Alfa Romeo          | 96,261         | -3.9              | 1.0                  | 1.1                  |
| Renault               | 1,007,533      | +3.2              | 10.9                 | 10.4                 |
| BMW group             | 922,188        | +7.4              | 6.2                  | 6.1                  |
| - BMW                 | 326,984        | +7.9              | 3.3                  | 3.2                  |
| - Rover               | 295,202        | +6.9              | 2.9                  | 2.9                  |
| Mercedes-Benz         | 369,789        | +19.0             | 3.6                  | 3.5                  |
| Volvo                 | 149,181        | +2.3              | 1.5                  | 1.5                  |
| Nissan                | 283,900        | -2.3              | 2.8                  | 3.1                  |
| Toyota                | 258,860        | +7.3              | 2.6                  | 2.5                  |
| Honda                 | 154,143        | +7.4              | 1.5                  | 1.5                  |
| Mazda                 | 138,734        | +5.2              | 1.4                  | 1.4                  |
| Mitsubishi            | 119,825        | +2.0              | 1.2                  | 1.1                  |
| Total Japanese        | 1,084,019      | +6.4              | 10.8                 | 10.5                 |
| Total Korean          | 189,746        | +4.2              | 1.9                  | 1.4                  |
| <b>MARKETS:</b>       |                |                   |                      |                      |
| Germany               | 2,717,700      | +6.5              | 27.0                 | 27.1                 |
| United Kingdom        | 1,857,200      | +4.0              | 18.5                 | 16.9                 |
| France                | 1,850,500      | +13.8             | 16.4                 | 15.4                 |
| Italy                 | 1,348,400      | +1.0              | 13.4                 | 14.5                 |
| Spain                 | 676,100        | +6.1              | 6.7                  | 6.5                  |

Notes: VW holds 70 per cent and management control of Skoda. Includes new imported from EU member states. \*GM holds 50 per cent and management control of Saab. Includes new imported from EU member states. Source: ACEA (European Automobile Manufacturers Association). Figures are rounded.

# Volkswagen increases its lead

Volkswagen group tightened its grip on the leadership of western Europe's new car market last month, writes John Griffiths in London. This was despite French carmakers enjoying a big domestic sales boost as buyers rushed to beat the September 30 deadline for the end of government incentives to buy new cars. VW, which includes Audi, Seat and Skoda, increased its market share for the month to 17.7 per cent, from 17.5 a year earlier. Peugeot/Citroen saw a 29.1 per cent rise for the month, to 13.2 per cent (11.5 last September), but still trails General Motors for the year as a whole.

# Lithuania's old heroes look for new glory

## First east Europeans to ditch their liberators for ex-communists may vote dissidents back into office, writes Matthew Kaminski

The hero is back. But has his time passed? Lithuanians will give their verdict this Sunday when Mr Vytautas Landsbergis, the bearded composer and leading dissident who stood up to Soviet tanks and helped win the Baltic country's freedom in 1991, leads a rejuvenated Homeland Union into parliamentary elections.

The latest polls show his conservatives, who were routed by the former communists in 1992 after just a year in power, are ahead with about 15 per cent support. Two other centre-right parties, the Christian Democrats and the Centre Union, each have about 10 per cent. The governing Lithuanian Democratic Labour Party (LDLP), founded on the remnants of the Communist party, is at 12 per cent. A party needs 5 per cent to get into parliament.

The most likely outcome - if the polls are to be believed - is a conservative coalition government. Mr Gediminas

Vagnorius, prime minister in the first post-independence cabinet, might then regain his old job. Mr Landsbergis's eye is on the parliamentary speaker's post. His ambition is the presidency, which will be contested in 1998.

For the former dissidents, this would be poetic justice. It was in Lithuania that eastern Europe's former communists first came back to power. Poland and Hungary followed. Mr Landsbergis would like to set a new trend by ousting his country's former communists.

Indeed, the LDLP's waning popularity reflects the pitfalls of incumbency in post-communist eastern Europe. The party oversaw a painful transition. Its market reforms, while less than radical, made the streets of Vilnius bustle with commerce. Yet the rural regions are pockmarked with bankrupt factories and impoverished farms.

The ex-communists sound defeatist. "It's hard to be popular when you take tough economic decisions,"

says Mr Mindaugas Stankevicius, the prime minister. The avuncular Mr Stankevicius has a point. Under the LDLP, inflation came down and growth was revived. Lithuania won International Monetary Fund support. Yields on government debt are now around 10 per cent, after flirting with 40 per cent earlier this year.

But the LDLP record is mixed. Subsidies for farms and energy are a drain on the budget. Privatised by free vouchers, the country's factories are largely unreformed and often run by their old managements.

"A change would be a good thing," says a western diplomat. "There are still a lot of people in the corridors of power who date back to the old days. They've got to go - and allow bright young people who you saw running [neighbouring] Estonia to take over."

Public faith in government is low. A lively popular press, which some regard as the hallmark of a healthy

civil society in the ex-USSR, unearths scandals almost daily. Tales of official corruption and crime resonate in a country with unemployment at 8 per cent and monthly wages below \$200.

The fallout from a banking crisis this year continues to take a toll on the LDLP. The budget deficit rose and growth stagnated. The alleged personal involvement of government members ate heavily into the LDLP's support.

Calls to clean house are popular not only among the depositors who saw their savings frozen. Mr Romualdas Ozolas, the Centre Union head, campaigns with a briefcase in which he alleges, are the names of compromised politicians. Like Joe McCarthy, he never opens it. The gimmick works.

A centre-right coalition would be likely to toe the same westward-oriented foreign policy line as the LDLP. Hopes of membership of the European Union and Nato

are a top priority. Relations with the east might change, though. Mr Landsbergis favours a more hawkish line toward Moscow. Of the three Baltic countries, Lithuania currently enjoys the most placid relations with Russia.

More uncertainty surrounds future economic policy. Mr Landsbergis's one year in power evokes painful memories of disorganisation and economic populism. This year's campaign hardly indicates that the right learned much from four years in opposition.

The Homeland Union opposes free energy prices and a privatised telecommunications sector. It also says the litas, now pegged at 4 to the dollar, might be devalued. This controversial move would alienate investors. Lithuania ranks last in the Balkans in terms of foreign direct investment. But any government would come in handcuffed. The current IMF \$200m loan programme runs until next September; any change in monetary policy

needs its approval. No party appears likely to win a majority. Coalition rule usually breeds compromise. The president, Mr Algirdas Brazauskas, would provide another check. The popular former Communist party head can remove cabinet ministers.

Mr Landsbergis cut his teeth fighting communists. He carries more pounds than in January 1991, when Mr Gorbachev sent the Soviet army on the Vilnius parliament and television tower. But the composer's high pitched chuckle is the same. And he clearly feels at home in this campaign.

"The mood is bad: I sense it all the time," says Mr Landsbergis. "Even if we win, the nomenklatura [ex-communist establishment] has strengthened its position in the economy, media and judiciary."

So it may again be the time of the now greying hero. But many Lithuanian voters wish the country's political system would outgrow the old divisions. "There's no centre in Lithuanian politics," says one LDLP official, "and we might have to wait a whole generation for one."

# Frankfurt 'still likely to trail London'

By Andrew Fisher in Frankfurt

Frankfurt will be at a disadvantage as a financial centre against London and Paris after European monetary union unless greater efforts are made to improve trading efficiency and liquidity in the German capital market, Mr Ulrich Cartellieri, a director of Deutsche Bank, Germany's biggest bank, said yesterday.

The euro, the planned single currency, would "create the basis for tough competition" among European markets, he told a conference in

Luxembourg. He cited London's pre-eminence as a financial centre in Europe and pointed to the progress made in making Paris a more competitive market.

Mr Cartellieri said London would play an important role from the start in the new euro-based financial market, regardless of whether the UK took part in it. "The idea that the financial sector of continental Europe could obtain a competitive advantage against London in a currency union without Great Britain is an illusion."

His comments followed a survey of European finance

directors which concluded that Frankfurt would displace London as Europe's leading financial centre if Britain remained outside the Euro. A majority of directors polled by Healey and Baker, the UK property consultancy, said Frankfurt would become the main European financial centre if the UK was not in Euro.

Mr Cartellieri said London had shown how well it could adapt and innovate. It would have even more advantages if Euro's monetary policy and capital market instruments and regulations were based too closely on current national prac-

tices. He thus argued against minimum reserve requirements in Euro, calling these a "competition-distorting special tax" on customers' deposits at banks.

"We reject them [minimum reserves] decisively as an instrument of the European central bank," he asserted.

The Bundesbank, which levies minimum reserves on deposits with the German banking system, has argued strongly that these should be adopted under Euro. Mr Otmar Issing, a Bundesbank director, said that they had a stabilising influence on the money market.

Among the changes Mr Cartellieri called for in the German capital market were the creation of more liquidity by banks in financial products and derivatives, increased government efforts to provide a full range of bonds at all maturities and an eventual move to Anglo-Saxon type pension funds to stimulate investment in equities.

Both he and Mr Issing opposed giving non-Euro members access to Target, the planned euro payments system, in a way which would enable them to use intraday or overnight refinancing credits.

# EUROPEAN NEWS DIGEST

## Aid plan for Czech banks

The Czech central bank yesterday unveiled measures to help the country's crisis-hit small banks, pledging up to Kč13.7bn (\$510m) to strengthen their capital and liquidity. The measures include the purchase of non-performing assets from 13 named banks, which will be financed by the Consolidation Bank, a state institution. Extra funds will be available if required from the National Property Fund, the state privatisation agency.

Mr Josef Tošovský, central bank governor, said the aid package was voluntary and "a step towards restoring the banking sector's credibility". Banking has been badly hit by the collapse of Kreditni Banka in August with losses of up to Kč12bn and a related liquidity crisis weeks later at Agrobanka, the country's largest privately owned bank.

Mr Tošovský named the banks at which the measure was aimed as Union Banka, Ekogrobanka, Banka Skala, Evrobanka, Foreshank, Coop Banka, První Městská Banka, Zemská Banka, Banka Hana, PragoBanka, Pilsenska Banka, Universal Banka and Moravia Banka. All are relatively new. Vincent Boland, Prague

## Italian deficit to overshoot

Italy's budget deficit this year will overshoot the recently adjusted estimate of L132,000bn (\$51bn), Mr Filippo Cavazzuti, treasury undersecretary, told parliament yesterday. Less than three weeks ago the government unveiled its 1997 budget against the background of a revision of this year's deficit from L113,000bn to L123,000bn, equivalent to more than 6 per cent of gross domestic product. But, speaking to the finance commission of the chamber of deputies, Mr Cavazzuti said: "The risk of breaching the L123,000bn target and going beyond is unfortunately a reality."

Both the Bank of Italy and the research department of Confindustria, the industrialists' confederation, have indicated in the past week that Italy's deficit was likely to be closer to L130,000bn.

The overshoot has been caused in part by the returns from June's fiscal package being lower than expected. But the main problem remains stagnation in the domestic economy. The government had hoped a recovery would begin in the final quarter, but this is now looking less probable. Robert Graham, Rome

## Where business blooms best

Switzerland, Ireland, the Netherlands, Sweden and Israel received the highest ratings for their business climate in a poll of senior executives published by the European Council of American Chambers of Commerce yesterday. With positions nine, 11 and 15 respectively, Germany, Britain and France were also behind Luxembourg, Norway and Austria in the survey.

Former communist countries Bulgaria, Poland, Slovakia and Romania scored the worst. However, executives based in Bulgaria and Romania were among those who expressed the most hope about improving business conditions over the next five years. In contrast, business chiefs in developed countries such as Britain, Belgium, Switzerland, Italy and Germany believed the business climate would get worse, the survey said.

The report was based on interviews with 737 executives at US and European companies in 23 countries. The survey measured the views of ECACC members on political policy, economic environment, infrastructure, workers' issues and quality of life affecting a company's ability to do business in its host country. Reuter, Brussels

## Spain cuts electricity tariffs

The Spanish electricity companies have agreed to accept a 3 per cent cut in tariffs next year, the newspaper El País reported, quoting Mr Nemesio Fernandez, secretary of state for energy. He said the government would have to negotiate how the cuts were to be implemented.

Last month, Mr Josep Figuer, industry minister, said electricity prices would fall by an average 3 per cent in nominal terms in 1997, which would translate into a 1 per cent cut in real terms in electricity prices for residential users. The proposed cuts would lead to a reduction of 0.2 percentage points in the 1997 inflation rate.

The key question now is how the government will decide to compensate companies for the reduction in prices. Various options have been discussed, among them the removal of the so-called external costs related to the moratorium on nuclear power and the subsidies to the coal and mining sectors. A decision is expected later this month. AFP, Madrid

## Black economy in spotlight

The European Commission has appointed an international accountancy firm to estimate the size of the black economy in five member states and assess its impact on public finances. The pilot study, to be undertaken by Deloitte Touche Tohmatsu International, will also look at possible solutions to reduce the size of the unofficial economy. It will focus on Belgium, France, Germany, Italy and Britain.

The study will be led by Mr Martyn Bridges, a partner in Deloitte & Touche, DTT's UK practice, with the help of Mr Dilip Bhattacharyya, an economist at the University of Leicester. Mr Bridges said estimates of the size of the black economies ranged as high as 25 per cent of gross domestic product. The firm is already carrying out a year-long study on the impact of international fraud on the European Union. Clay Harris, London

## Greece probes casino licence

Greece's Socialist government has ordered a parliamentary inquiry into charges that a casino licence was illegally awarded to a Greek-led international consortium in 1994 by Mr Dionysios Livanos, then tourism minister. A government spokesman said the inquiry would improve transparency in political life. It came after a prosecutor's report said Mr Livanos had awarded the licence on political criteria.

The Athens Casino Consortium, which included South African and US investors, paid \$44m for a licence to build a private casino in a seaside suburb of Athens and agreed to spend more than \$100m on building a luxury hotel and yacht marina. The licence was revoked last April following objections from local residents and complaints by other bidders.

One consortium member, Marrecon Enterprises of the US, has sued Ms Vasso Papandreou, the development minister, and Greece's state tourism organisation for \$1.6bn in damages. Kevin Hoyle, Athens

## EU voices Albania poll fears

The European Union yesterday expressed concern at Albania's failure to admit a sufficient number of observers from the Organisation for Security and Co-operation in Europe to monitor the country's local elections on Sunday.

The Office for Democratic Institutions and Human Rights, the OSCE's main observer body, decided on Tuesday to pull its representatives out of Albania. And yesterday the OSCE's parliamentary assembly cancelled its plan to send a 19-strong delegation to Tirana because of the government's refusal to accept the full ODIHR list of 37 observers.

The Albanian opposition Socialist party yesterday also attacked the government action, which it described as an "expression of primitive revenge against the unbiased and objective stand of this organisation, which compiled a detailed report on the massive violations during the May 26 elections". Kevin Done, East Europe Correspondent



NEWS: THE AMERICAS

Dole litany fails to dent Clinton

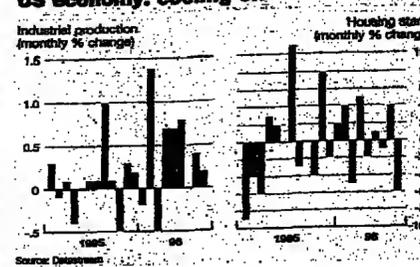
Jurek Martin compares performances in the second US presidential debate

If the second US presidential debate had been a car driving test, here is how an examiner might have rated the Democratic and Republican contenders. President Bill Clinton used automatic transmission and set the buttoo on cruise control. Mr Bob Dole kept changing gears frantically and crashed them noisily more than once. To partisans, both passed the test. Mr Clinton, in his element fielding questions directly from ordinary citizens, empathised with his audience, to the point that some questioners were caught nodding in agreement simply because he looked them in the eyes. Mr Dole, Republicans said afterwards, had been tougher and more aggressive towards the president than his deferential performance in their first debate. But, to do so, he frequently had to ignore the questions put to him. A total of 19 questions were posed. Three were about healthcare, three about taxes and savings, two about foreign trade and two more about discrimination (against minorities and gays). The other nine ranged from the Middle East and tobacco to welfare and military pay. Only three, two towards the end of the 90-minute session, offered Mr Dole obvious opportunities to impugn Mr Clinton on the ethical charges that this week had become his campaign leitmotif. That left Mr Dole feeling obliged to trot out his litany in odd places. When asked about military pay, he suddenly, in an abrupt switch of tone to the past, said "remember Vietnam" - an allusion to Mr Clinton's avoidance of the draft more than 25 years ago. Similarly he raised the current hot issue of Democratic campaign contributions from an Indonesian business empire only once, and without context or explanation, as if none were needed. When the question was about tobacco addiction, Mr Dole wanted to talk about marijuana and cocaine, citing an old Los Angeles Times article, which the newspaper subsequently retracted, in his determination to tar the president with compliance over a different kind of addiction. Repeatedly, Mr Dole injected the phrases "my word is my bond" and "I keep my promises" in deliberate, if sometimes disconnected, contrast with his case that the president has failed on both counts. But he muddled what was supposed to be a clear message by introducing extraneous elements. In his concluding remarks, he raised out of the blue old conservative chestnuts such as term limits for congress and constitutional amendments to ban flag burning and restore voluntary prayer in schools, all forgotten issues in this year's campaign. Mr Clinton rose to no baits, though occasionally he showed steel. "I don't want to respond in kind to all these things," he said. "No attack ever created a job, or educated a child or helped make ends meet. No insult ever cleaned up a toxic waste dump or helped an elderly person." He often appeared almost indulgent of his older opponent as he stuck to his message. The fact that Mr Dole was 72 did not make him unqualifying as president, Mr Clinton said. "It's the age of his ideas which I question." His policy arguments were relentlessly directed at the future. When Mr Dole complained that the failed 1994 healthcare reform was a liberal attempt to impose "socialised medicine" on "the best health delivery system in the world," Mr Clinton responded with a raft of incremental details of necessary improvements to be tackled in a second term. Both appealed to California voters, with Mr Dole insisting that the state had lost thousands of manufactur-

US growth slows in line with Fed views

By Michael Prowse in Washington

US economic growth appears to have slowed in recent months, in line with projections by the Federal Reserve, figures indicated yesterday. The Fed said industrial production grew 0.2 per cent in real terms last month compared with 0.4 per cent in August. The slow down reflected a drop in output of cars and light trucks. Separately the Commerce Department reported a 6 per cent fall in housing starts last month to a seasonally adjusted annual rate of 1.4m, the lowest this year. The signs of weaker growth will be welcomed by senior monetary officials who last month surprised the global financial community by failing to raise short-term interest rates. Many economists said the Fed should have raised rates modestly to head off pressure on inflation next year. Some analysts yesterday remain unconvinced that a slowdown was occurring. "I don't see a slowdown," said Mr Robert Brusca, chief economist at Nikko Securities in New York. "The con-



Baseball takes lead over politics

By Patti Waldmeir in Annandale, Virginia

There were nachos, chicken wings and alcohol-free beer to help ease the pain of withdrawal, but the junkies were suffering. Added to both politics and sport, they had faced a difficult choice: Bob Dole or baseball. A handful of Republicans from northern Virginia had gathered on Wednesday night at Main Street, USA - the improbably named local restaurant - to watch Mr Dole fight for his political life in the last debate of the presidential campaign season. But until the last moment, Main Street USA's big screen television remained firmly tuned to that other epic battle: the fight between the Atlanta Braves and the St Louis Cardinals for a spot in baseball's World Series. At precisely 9pm, the choice had to be made, and some brave soul seized the remote control to change the channel from sport to politics. But in the bar, only steps away, another TV stayed tuned to base-

Nicaragua mass rallies end election campaign

By Johanna Tuokkunen in Managua

Campaigning for Sunday's general elections in Nicaragua has ended following mass rallies in support of the two leading presidential candidates. The winner of the battle of the rallies was Mr Daniel Ortega, Sandinista candidate and president during the revolutionary government of the 1980s. Hundreds of thousands of red and black clad Sandinistas cheered Mr Ortega's speech on Wednesday night in which he promised to include all social forces in a government that would provide the basis for economic recovery. Earlier in the day, under torrential rain, Mr Arnoldo Aleman, rightwing Liberal Alliance candidate, told supporters his administration would bury for ever the painful memories of Nicaragua's conflict-ridden past and create 100,000 new jobs in its first year. The Sandinistas' final show of strength far outdid the Liberal rally. But in 1990 massive pro-Sandinista demonstrations did nothing to prevent Mr Ortega losing the presidency to centrist Mrs Violeta Chamorro. Some last-minute opinion polls suggested Mr Aleman was on the threshold of the 45 per cent he needs to win the presidency outright. Others indicated Mr Ortega might force a second round run-off, or even snatch victory. All the polls foresee turnout of over 80 per cent. Organising a smooth election in a country where many roads are impassable from heavy rain, and a complex set of rules from a reformed electoral law are being implemented for the first time is no easy matter. Former US president Jimmy Carter's Carter Centre has been monitoring the election preparations.

LEGAL NOTICES

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IN THE MATTER OF TAYLOR SINCLAIR CAPITAL LTD and IN THE MATTER OF THE INSOLVENCY ACT 1986. The Petition to wind up the above-named Company of 21 Knightbridge, London SW1X 7LY, presented on 8th October 1996 by Powerhouse Resources Inc, of 1624 Market Street, Suite 303, Denver Colorado 80202 USA, claiming to be a creditor of the Company, will be heard at the Royal Courts of Justice, Strand, London WC2A 1LL on 20th November 1996 at 10.30 hours (or as soon thereafter as the Petition can be heard).

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CONTRACTS & TENDERS. GOVERNO DO ESTADO DO PARANA. COPEL. SALTO CAXIAS HYDROELECTRIC POWER STATION INTERNATIONAL COMPETITION C-225. ELECTROMECHANICAL ERECTIONS DELIVERY DATE POSTPONEMENT. COMPANHIA PARANAENSE DE ENERGIA - COPEL, informs that the delivery date of the Instructions to Bidders and the Contract Documents referring to International Competition C-225 was postponed to October 30, 1996 at 2:00 P.M., at COPEL's office meeting room, in Curitiba, at 233 Voluntarios da Patria Street, ground floor, in the State of Paraná, Brazil.

NY to seek tobacco damage suit

By Richard Tomkins in New York

Mr Rudolph Giuliani, the high-profile mayor of New York, was yesterday expected to announce that the city was joining the growing ranks of states and cities suing the US tobacco industry to recover smoking-related healthcare costs. The city was due to file a lawsuit in New York State's supreme court seeking to recover billions of dollars spent by the city on treating smoking-related diseases under public sector healthcare programmes, notably Medicaid. According to the Coalition for a Smoke-Free City, an alliance of New York area health groups, these costs total more than \$2bn a year. R.J. Reynolds, the tobacco subsidiary of R.J.R. Nabisco, the second biggest US tobacco company, said there were no grounds for the lawsuit. "The mayor may garner some political mileage out of this filing, but that's all." The lawsuit brings Mr Giuliani into conflict with the tobacco industry for the second time since he became mayor at the beginning of 1994. Last year, he signed into law a ban on smoking in a wide range of public places, including restaurants seating more than 35 people, and sports stadiums. Some 16 states and several large cities, including San Francisco, have filed similar suits against the tobacco industry, but New York State is not among them. None of the cases has yet gone to trial. The tobacco companies say they are confident they will win as they have in most previous cases, but they suffered a blow in August when a Florida jury awarded \$750,000 to a lung cancer patient.

Rising oil price is threat to pace of Venezuela reforms

Rising oil prices have spelt disaster for economic reform programmes in Venezuela. In 1990, Saddam Hussein marched into Kuwait, oil prices soared and the government's reform plans evaporated. Now with oil prices rising once again courtesy of the Iraqi dictator, questions are being asked about the Venezuelan government's commitment to the market-oriented measures it introduced six months ago. "Historically, high oil prices usually have been a friend of sensible economic policy in Venezuela," said Mr Jim Nash of Nomura Research International in New York. Mr Franklin Santarelli, an analyst with Metroeconomica in Caracas, added: "Given the new sources of income it is likely that the pace of reform will be slowed."



Caldera: strong commitment

However, Mr Luis Matos Azócar, the Venezuelan Finance minister, insists that this time things will be different. President Rafael Caldera last weekend made "a strong political commitment to keep the process moving forward." "This is a very important statement at this moment because many people think that because of the oil windfall we won't follow through," he said in an interview in London. This included a pledge on privatisation, which is meeting strong domestic opposition. "We are going ahead with the privatisation as scheduled, no matter what the political cost of the decision," he said. The proposed flotation of 40 per cent of the telephone company Cantv would go ahead before the year end, as would the previously postponed sale of Banco de Venezuela. In the first quarter of 1997 the aluminium company of the state industrial holding company CVG would be sold. The government was also pushing ahead with a special fund for windfall oil income and privatisation revenues, aimed at reducing the country's debt burden. The fund has already been established by decree, but needs legislative approval. "We can't try to create aggregate demand by government expenditure," said Mr Matos, who is expecting the non-oil economy to contract by 3.5 per cent this year, but projects 4 per cent growth next year and 6 per cent in 1998. Mr Caldera's government embraced market-oriented reform six months ago. Backed by the International Monetary Fund, it was aimed at correcting chronic budget deficits and reforming the structure of the economy to allow the private sector more room. It included lifting exchange controls, unpegging the exchange rate and selling off state enterprises. Privatisation, which the government estimates could raise \$6bn by mid-1998, was important as a contributor to structural and fiscal reform, since 70 per cent of government spending goes to public enterprises. So far, the programme has been more successful than most people expected, thanks in part to higher oil prices, and has been greeted enthusiastically by financial markets. After years of deficit, a public sector surplus is expected this year. When the currency was floated in April, instead of slumping as many people expected, the bolivar appreciated. It has risen by 34 per cent in real (inflation-adjusted) terms since the flotation, while foreign exchange reserves have risen by \$3.7bn to \$13.5bn, allowing the government to pass up the second \$500m tranche of an IMF loan. It has also led to currency overvaluation. "An overvalued currency in the short-term makes everyone happy," said Mr Pedro Palma, vice-president of Booz Allen & Hamilton in Caracas. "It anchors the inflation and makes imported luxury goods cheaper. But in the long run, it's a sure road to a crisis: sudden devaluation, capital flight and then a Mexico-style crisis." The inflows of capital, exacerbated by the obligatory exchange of oil revenue dollars into bolivars, have also contributed to an excessive expansion of the money supply, risking resurgence of inflation. Mr Matos said that the government would repay its debts to the central bank. The bank would then be able to issue more securities to soak up excess liquidity. Furthermore, the government would clear up debt arrears to other domestic and foreign creditors by the end of the year. Government officials agree there is much to do, apart from privatisation, to reform the public sector. In the short term, the biggest challenge will be to present the population with tangible evidence that it is benefiting from the changes. "This will not be easy given that average incomes have fallen to 1988 levels. No wonder Mr Caldera's popularity has plummeted." For this reason, many observers believe the government will be tempted again to use oil revenues to spend its way out of its troubles. "Here's to the party while it lasts," said Nomura's Mr Nash. "Eventually, there will be a morning after."

Stephen Fidler Raymond Colitt



NEWS: WORLD TRADE

Big Japanese carmaker considers joining Korean rivals in newly developing market

Toyota looks at big E Europe investment

By Peter Simonson, Motor Industry Correspondent

Toyota, the world's second biggest carmaker, is considering building a new plant in eastern Europe...

Japanese carmakers have lagged their Asian rivals in expanding into eastern Europe. The one exception, Suzuki, assembles vehicles in Hungary...

It looks as though we've fallen behind, we are not indifferent. He declined to say when the study would be concluded...

the company has followed Nissan in building a plant in the UK. Mr Yokoi said Toyota's market share did not adequately reflect its size and importance.

An east European plant could help Toyota meet its target of 4% of the west European market

to raise production to 50,000 units this year. By contrast, Korean manufacturers have expanded much more aggressively. Daewoo, Korea's third biggest...

WORLD TRADE NEWS DIGEST

Chilean leader lifts UK spirits

Scotch whisky distillers were optimistic yesterday that complaints about Chile's liquor tax regime voiced to Chilean president Eduardo Frei on his visit to London...

Apec to prepare action plan

Officials from the 18-member Asia Pacific economic co-operation (Apec) forum meet in Manila today to prepare final details of the group's timetable on trade liberalisation...

Fiat looks at Bombay sites

Fiat of Italy is progressing with a proposed \$550m investment to build a factory near Bombay with a capacity of about 100,000 cars a year.

Royal Ahold of the Netherlands yesterday said it was planning a 60/50 joint venture with the China Venturetech Investment Corporation to establish a modern supermarket chain in China.

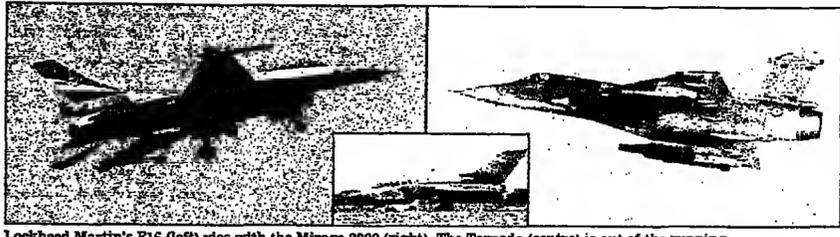
Alcatel of France has won telecommunications orders in Thailand and Vietnam with a total value of FF1bn (\$192m).

Vietnam has allowed 12 foreign law firms already operating there to set up a second office in the country.

Avionics key to Abu Dhabi dogfight

Robin Allen reports on the multinational contest to supply advanced fighters to the Gulf state

The contest to supply Abu Dhabi with up to 30 advanced combat jets has been long and hard. After 18 months of negotiations and several missed deadlines, Abu Dhabi has kept the world's biggest defence contractors on tenterhooks...



Lockheed Martin's F16 (left) vies with the Mirage 2000 (right). The Tornado (centre) is out of the running

requirements for the next 10 years, in that it is a single-seater, fast and manoeuvrable, according to defence analysts. If the US does not fully satisfy Abu Dhabi's demands for the latest avionics and technology, then the French option would be used as a bargaining chip...

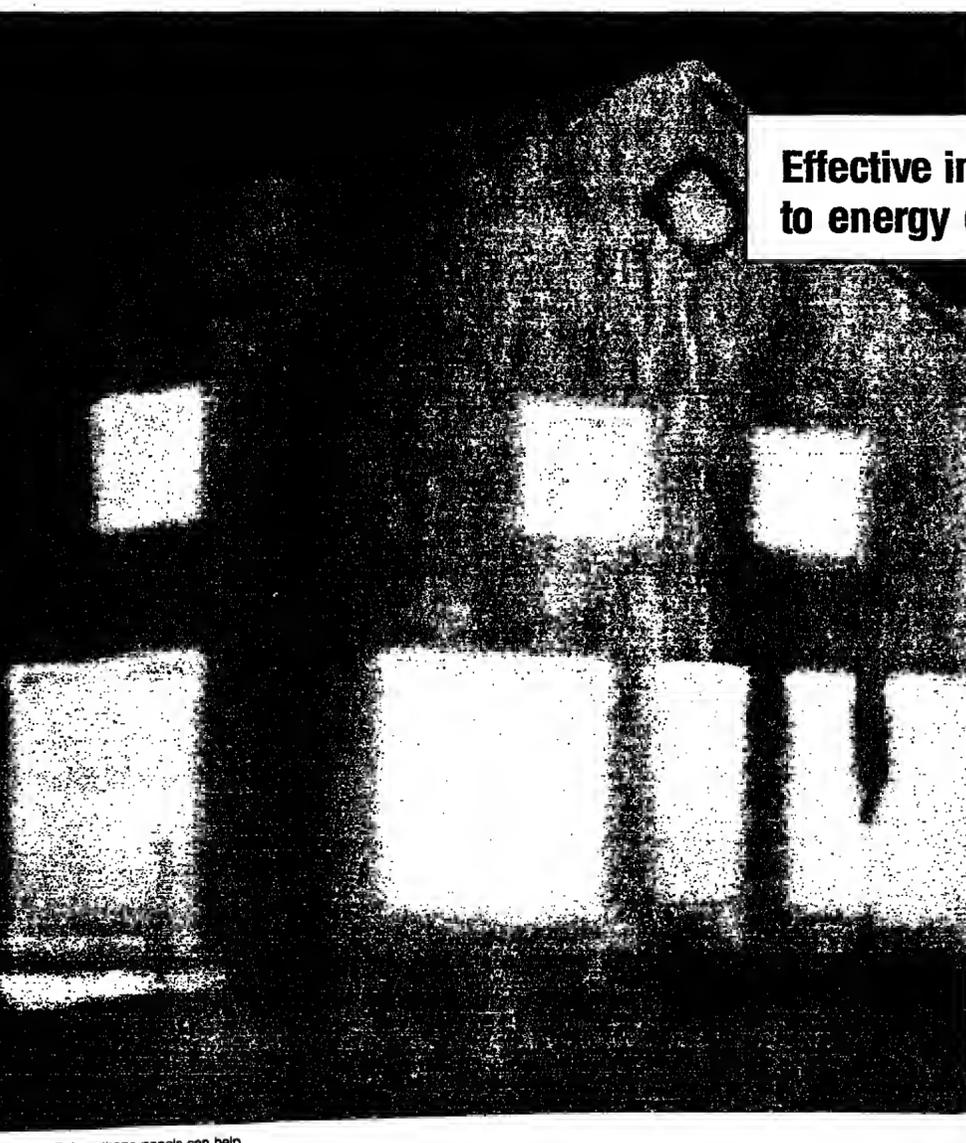
bi's offset programme has made slow progress, with only one significant offset agreement - significantly with a US company - in six years. Western defence companies have complained of the scale of Abu Dhabi's offset ratio which is twice as big as any other Gulf country. Moreover, Abu Dhabi does not have the indigenous committed manpower to make use of an offset programme...

Rate suit

Some 10 states and the District of Columbia have filed suits against the rate of interest on credit cards. The suits are part of a broader effort to curb what many see as excessive interest charges.

Heat to forms

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Stephen F. Raymond Co.

Poll could mark next stage after one-party rule and chaotic coalitions

Three-party Japan in making

Japan's recent wobbly governments might just become more coherent and stable as the result of the country's general election on Sunday.

It is intended to curb Japanese politicians' habit of wooing voters with favours rather than policies, and gives more say to city dwellers at the expense of rural districts.

ago, have already taken fright at their party's poor showing and rejoined LDP ranks.

fragmented oppositions, to a three-party system of LDP, NFP and DP clustered around the centre.

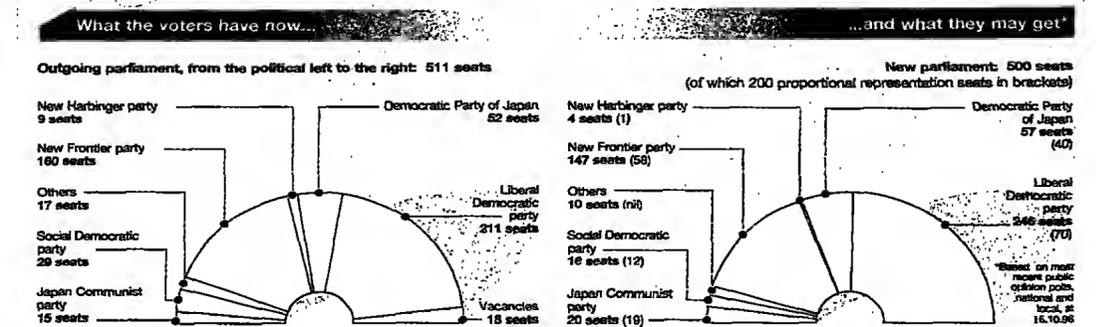
rate tax cuts could also revive. A conservative coalition also would probably remove the SDP threat to a proposed rise in sales tax from 3 per cent to 5 per cent next April.

Puzzled? Voters will be when they try to solve this riddle

Confused? The average Japanese voter certainly is. According to a recent opinion poll, more than half those asked said they did not properly understand the way the new electoral system works.

The new system was introduced after years of clamour for reform. It was intended to produce a more transparent, less corrupt political framework.

Japan votes: the parliament, parties and politicians



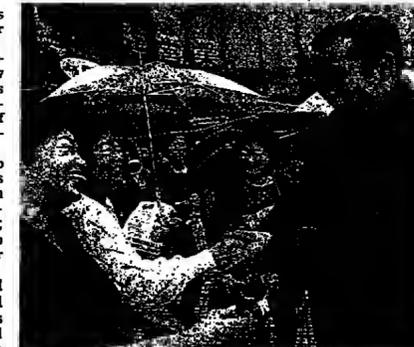
Having lost a substantial number of its members to the new Democratic Party of Japan, the Social Democrats are counting on the huge popularity of Ms Doi, the country's first female parliamentary speaker, to save their party from extinction.

Election circus set to tempt the jaded

A chat-show star, singers and a wrestler are running against the politicians

Sachiyo Nomura is defiantly frank in confessing complete ignorance of government and politics. At least she's honest, she says, "unlike professional politicians", so why not run for election?

tant factor in society, feels she has special appeal for women voters. With her baseball connections and her chat-show fame, Mrs Nomura possesses potent qualities in an election campaign devoid of issues and marked by widespread voter uninterest.



under his "stage name," and kept his sumo top-knot. Victory, the 32-year-old wrestler conceded, could present some difficult situations in public office. But name recognition in his case is half the battle.

using her fame merely to gain support from the uncommitted. "With my undying energy and enthusiasm, I hope to make a change, even a small one," she said.

can't discuss platforms and policies, and won't make promises I can't keep, until I get into office and see what I CAN do," she says.

ASIA-PACIFIC NEWS DIGEST

Seoul defence minister axed

South Korea's president Kim Young-sam yesterday sacked his defence minister and reshuffled the military high command in response to public criticism over the intrusion of a North Korean submarine last month.

Thai borrowing curb shelved

Thailand's central bank has suspended implementation of a plan to curb the amount of foreign borrowing by commercial banks and companies.

Delhi rule for Uttar Pradesh

India's United Front government yesterday re-imposed central rule on the state of Uttar Pradesh, the country's most populous, after the Hindu nationalist Bharatiya Janata Party and its secular opponents failed to form majority coalitions.

Burma dissidents meet

Members of Burmese opposition leader Aung San Suu Kyi's National League for Democracy (NLD) party are meeting this week, despite blockades set up outside her home by the military government.

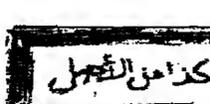
Sri Lanka to reform laws

Sri Lanka yesterday announced plans to reform the country's archaic legal system to allow speedy settlement of commercial disputes, regulate monopolies and mergers, and strengthen financial markets.

Ramos hope for Apec summit

The grouping of the Asia-Pacific Economic Co-operation forum could develop into a true "community of nations" at a summit next month, Philippine president Fidel Ramos said yesterday.

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### Patchy recovery in Japan economy

By William Dewdney in Tokyo

Japan's recovery continues to be modest and patchy, according to data on money supply, industrial production and retail sales published yesterday.

Money supply growth slowed in September due to weak loan demand by companies increasingly tapping the bond market, rather than banks, for cash.

Growth in M2 (cash in circulation plus demand and time deposits) eased to a preliminary 0.5 per cent from the same month last year, lower than the market had expected and well below the revised 3.7 per cent growth achieved in August.

That is enough, said economists, to sustain the present modest recovery of about 1.7 per cent in gross domestic product in the year to March, the mid-range of private-sector forecasts.

"The economy is cruising on a mild recovery track," Mr Yasuo Mitsuhashi, BOJ governor, said. The bank's loose monetary policy, with an official discount rate at a record low of 0.5 per cent since September last year, would remain unchanged for the time being, he said.

Lower than expected money supply expansion adds weight to the risk of a slowdown in general economic growth early next year, warned Mr Russell Jones, economist at Lehman Brothers in Tokyo.

Money supply has failed to grow at more than a small fraction above the present level since the economic slowdown hit five years ago.

Weakness of corporate demand for bank lending was highlighted by separate figures, showing outstanding loans by all banks rose by just 0.2 per cent last month, from September last year, to ¥530.68bn (\$4.76bn), the smallest increase in 17 months.

Another sign of slower than expected activity emerged yesterday when Miti revised the month-on-month decline in industrial production in August from the provisionally estimated 1.9 per cent to 2.3 per cent.

Inventories of unsold goods and materials rose 0.8 per cent in the same month, slightly up on 0.5 per cent initially reported.

The economic landscape is not uniformly dull. Department store sales in Tokyo rose 4 per cent in September, compared with the same month last year.

Editorial Comment, Page 15

## Tung sets sights on Hong Kong's top job

When earlier this year Mr Tung Chee-hwa, the shipping tycoon, was considering whether to run for the post of Hong Kong's first post-colonial governor he had in his office a Harvard Business Review study entitled A Company is Not a Country.

Now, however, as he prepares to declare his bid to steer the territory through its transfer to China in July next year, Mr Tung's record at his company and his business standing will be seen as a pointer to his political prospects.

At first sight, the story might seem alarming. In 1988, a few years after Mr Tung took the helm as chairman of Orient Overseas, the shipping group suspended payment on the principal of its loans, prompting one of the biggest rescue operations of the decade.

"It was the third largest restructuring going on, behind Chrysler and Lockheed," says Mr Harry Wilkinson, who chaired the creditors' committee representing 200 banks and who took over as chief financial officer of Orient Overseas earlier this year. "It had

debts of US\$2.5bn and was the second largest shipping group in the world."

Much of the blame lies with the international industry crisis of the early 1980s, which struck other shipping giants such as Sanko of Japan. And once the crisis became clear, Mr Tung won plaudits for his role in the group's recovery.

"He was working 20-hour days, seven days a week," says Mr Wilkinson. "He took a calm, rational approach to a situation where nine out of ten people would have walked away." Another banker involved in the rescue concurs: "He was straight, clear and very committed."

That Orient Overseas is now re-established as one of the world's largest shipping groups, with net profits rising fourfold to US\$71m in the first half of the year, is testimony to improved efficiency and financial control. And within the company, Mr Tung receives as much credit for his style of management as for its financial results. "He listens a lot, he is not an autocratic manager in the mould of some Hong Kong magnates," says one employee.



Tung Chee-hwa: business standing seen as pointer to political prospects

Outside the shipping group, this style has prompted questions about whether Mr Tung is tough enough for the daunting challenges of the top job after the handover to China. The Chief Executive, as the head of the government will be known, will be responsible for defending Hong Kong's promised autonomy.

Mr Tung's tortuous path to declaring his candidacy suggests reservations about, or at least a realisation of, the dilemmas this may present. Other questions concern the role of China in the rescue of Orient Overseas. Ms Emily Lau, the independent legislator, argues that Beijing provided the backing for a capital injection which

bailed the company out. This, she says, explains China's apparent backing for Mr Tung - famously signalled in a handshake from President Jiang Zemin earlier this year. But it also brings concerns. "It is obviously a bad thing if the Chief Executive is indebted to the sovereign power," says Ms Lau. Beijing's role, if any, in

helping to secure the capital injection remains unclear. As part of the rescue, the Japanese banks insisted on fresh funds. These were duly supplied by Mr Henry Fok, a Hong Kong businessman and a senior adviser to Beijing, who invested US\$120m in the shipping group through his company Treelane.

"The situation is that Henry Fok made the investment," says Mr Wilkinson. "Does he have that kind of money on his own? Heck yes."

Business connections raise other issues for Mr Tung. His candidacy is backed by Mr Li Kashing, one of Hong Kong's most prominent industrialists with interests in property, ports and telecoms. The two businessmen are partners in Oriental Plaza, a \$1.5bn property development in Beijing.

The Orient chief is not alone among the contenders for top office in having business ties. Mr Peter Woo, who declared his candidacy earlier this month, is the son-in-law of the late Sir Y.K. Fao, and former chairman of Wharf and Wheelock, two of Hong Kong's biggest

business groups. Such commercial connections, and the prospect of boardroom rivalry, however, have prompted concerns that the line between business and politics will be blurred in post-1997 Hong Kong.

Mr Tung's supporters point out that an understanding of business is vital to govern Hong Kong effectively. They say Mr Tung has committed himself to a break with his business interests and that the family's controlling stake in Orient Overseas is already held in a trust. Company executives suggest Mr C.C. Tung, a veteran of the company, would slip easily into the shoes of his elder brother.

That points to a smooth passage for Orient Overseas. But for Mr Tung the going may be rougher. Should he be selected by the Beijing-backed committee that will decide who gets the job, he will head a territory rather than a company - even one wrested from the brink of bankruptcy.

John Ridding

## Beijing warns HK against interference on mainland

By John Ridding in Hong Kong

China yesterday warned Hong Kong against interference in its internal affairs, but sought to ease concerns about its tough stance towards freedom of expression in the territory after it resumes sovereignty in July next year.

"Hong Kong should not interfere in mainland China's affairs

by organising political activities to attack the mainland's internal affairs," Mr Shen Guofang, foreign ministry spokesman, said.

Mr Shen's comments follow a controversy prompted by Mr Qian Qichen, China's foreign minister, who suggested this week that Hong Kong would no longer be able to mark the anniversary of Beijing's suppression of the Tiananmen pro-democracy demonstrations in 1989.

The minister's remarks, which prompted an outcry in Hong Kong, marked a departure from recent reassuring statements from Beijing.

These include an offer of contacts with the Democratic Party, the largest group in the territory's legislature, and a series of agreements with Britain on handover arrangements.

Mr Shen dismissed claims of a shift in Beijing's stance and said Hong Kong residents would have freedom of speech and expression, as long as they remained within the boundaries of the law. "There will be no changes to our one nation, two systems policy," he said. "Hong Kong people will rule Hong Kong. Well water does not intrude into river water."

But concerns remained in Hong Kong. "Today's statement has not provided the reassurance Hong Kong people were seeking," a government spokesman declared. Mr Qian's remarks would be taken up with the Chinese government at a high level.

"This is alarming," said Dr Yeung Sum, vice-chairman of the Democratic Party. "They seem to have forgotten about one country, two systems."

The exchange underlined Beijing's concern that Hong Kong will provide a source of political opposition and its view that the territory should be an economic rather than a political centre.

"After July 1997, I am sure Hong Kong will become an international financial, economic and trade centre," Mr Shen said this week. "It will not become a centre for other things."

## Mondex cash card launched in HK

By Christopher Brown-Humes

Mondex, the electronic cash initiative originating in the UK, was launched in Hong Kong yesterday as part of a drive into Asian markets.

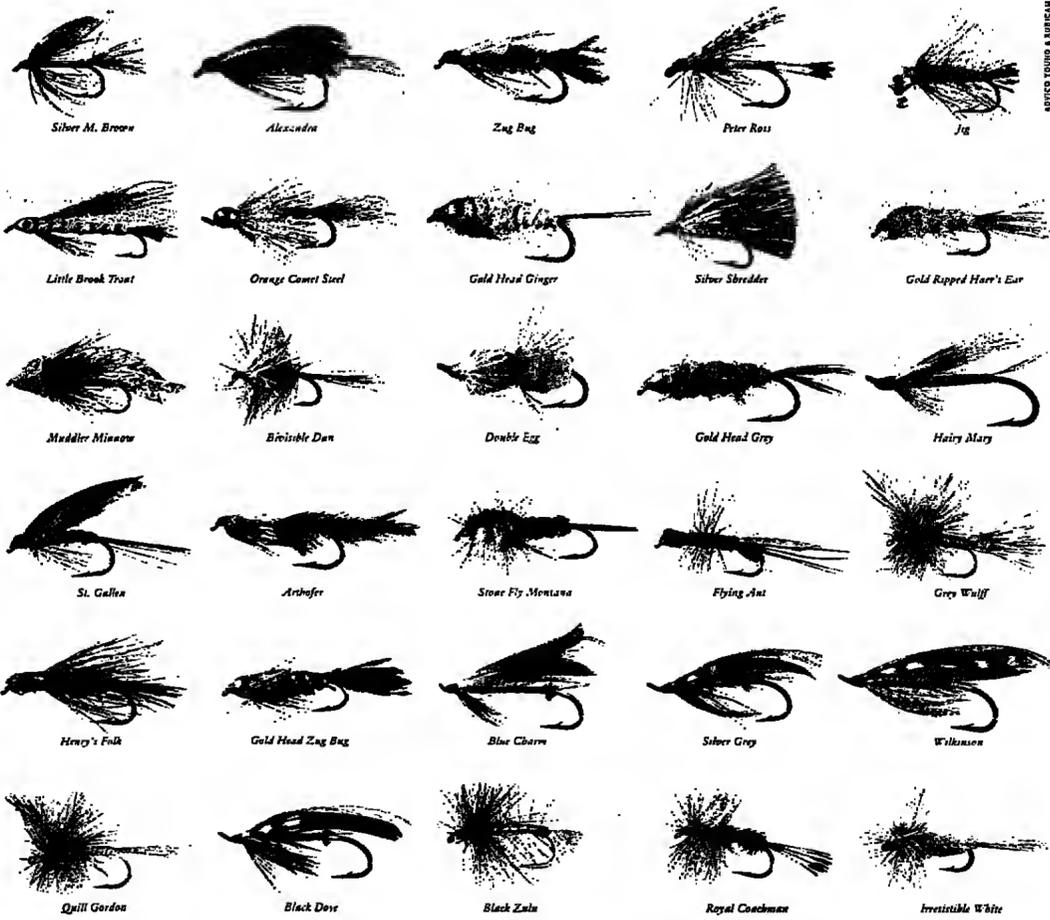
Promoters are the HongkongBank and Hang Seng Bank, both subsidiaries of Hongkong and Shanghai Banking Corp. The Midland Bank, which backs Mondex in the UK alongside the National Westminster Bank, is also part of HSBC.

Mondex is a computer chip based card suitable for small transactions, whether they are high street purchases or money exchanges between individuals.

It can be loaded using ATMs and specially equipped telephones. It is battling it out with a number of payment card operators - Visa, MasterCard and EuroPay - to establish the predominant electronic cash standard globally.

The launch is initially restricted to two shopping malls on Hong Kong Island and one in the New Territories. More than 400 retailers have signed up to accept Mondex for payments.

Mondex said it was the first re-loadable electronic cash card available in Hong Kong, adding that it would be introduced across the territory next year.



## Thais bewildered by the same old choice

Coalition is campaigning on pledge to resign

By Ted Berdack in Bangkok

With campaigning for Thailand's fourth general election in five years getting under way this week, voters are once again bewildered. They are being presented with the same fascinating array of scandal-tainted political parties as in years past, but this time the confusion comes from a different, potentially historic, source.

Voters have a clear choice of candidates for the premiership on November 17. After a furious round of party-hopping in which almost half the country's sitting MPs switched parties, only two parties have a realistic chance of winning enough seats in parliament to earn the right to form the inevitable coalition government.

The New Aspiration party (NAP), led by Gen Chavalit Yongchaiyudh, defence minister, is fighting against its former ally, the Democrat party, headed by former premier Mr Chuan Leekpai.

Both the parties and the men have different styles and policies: the cautious Mr Chuan speaks to the aspirations of Bangkok's middle class while Gen Chavalit represents an alliance of provincial politicians and retired military officers. It is the sort of choice that has been lacking in Thai politics.

Whether the voters realise they have this choice, then act on it, is another matter. Thailand's economic slowdown and the allegations of corruption and mismanagement that brought down the government of Prime Minister Banham Silpa-archa, in which Gen Chavalit was dep-



Banham Silpa-archa

caused some high-profile casualties. Mr Thaksin Shinawatra and Mr Amnuay Viravan, the two businessmen-turned-politicians who were the conscience of the Banham government and often spoke of cleaning up politics, have decided not to stand for election, citing an inability or lack of desire to compete in another arena where money governs.

"Politics is caught up in the same old vicious circle," says Mr Thaksin. "With vote-buying so dominant, I can't pursue my political agenda."

Gen Chavalit may ultimately be a victim too. In the rush to build his party, he has taken just about any sitting MP under his wing, including some of the most scandal-ridden members of Mr Banham's disintegrating Chart Thai party.

More than half the 300-plus NAP candidates are announced yesterday are running under his party's banner for the first time. In addition to the image problems these MPs bring, their fractional and bickering style is likely to make a Chavalit-led government short-lived even by Thai standards, where no elected prime minister has ever finished a full four-year term.

Some of Gen Chavalit's allies are trying to turn this impending instability into a positive campaign theme by promising new elections, to be held under a new constitution currently being drafted, within 18 months.

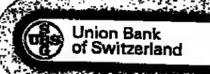
Thus Thai voters are being asked to grapple with another puzzle: an ad-hoc coalition campaigning on the pledge to resign.

The lesson is made harder by the fact that in most cases, the NAP and the Democrats will not face each other directly, relying on smaller allies to chip away at each other's regional strongholds. Enlargement of the main parties has not yet meant they have an effective nationwide presence.

While many see party consolidation as healthy, it has

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NEWS: INTERNATIONAL

# UN in search of peaceful waters

Bruce Clark on the inauguration of a tribunal to administer Law of the Sea

Mr Boutros Boutros Ghali, the United Nations secretary general, will today get a welcome break from his efforts to trim the world body's bureaucracy and fend off Washington's campaign to remove him from office.

He will attend the inauguration in Hamburg of a new UN institution whose success or failure could be crucial to avoidance of war in the coming decades: an international maritime court which can deliver swift, expert judgments on scores of seabed disputes around the world.

But the tribunal will only be effective if the parties to a complex web of arguments - including at least four explosive rows which have flared recently in the Asia-Pacific region - are prepared to agree in advance to be bound by its judgments.

The 21 judges will have the task of interpreting the UN Convention on the Law of the Sea (Unclos), an arcane legal document which came into force in 1994 and has been ratified by more than 100 countries.

So far, the convention - which regulates every aspect of ocean management, including fisheries, pollution control, seabed mining and shipping lanes - has appeared to trigger more disputes than it has settled.

## Asia's Island trouble spots

**Paracel**  
China has invoked the Law of the Sea to support its possession of the Paracel Islands, which it took over in 1974, evicting South Vietnamese troops. In May, China issued a statement claiming territorial waters around the islands. Vietnam and Taiwan also continue to claim the archipelago.

**Spratly**  
This collection of tiny uninhabited islands and reefs is believed to contain huge reserves of oil and gas. They are claimed in whole or in part by China, Taiwan, Vietnam, the Philippines, Malaysia and Brunei. Manila protested strongly last year over the construction by China of concrete platforms on some islands.



**Takeshima/Tokdo**  
Arguments over this collection of rocky outcrops, called Takeshima by the Japanese and Tokdo by the Koreans, have broken out after both Tokyo and Seoul claimed them as part of an economic zone. A South Korean company is engaged in construction projects here. Guarded by the Korean military, the isles may be surrounded by oil and gas.

**Diayu/Senkaku**  
A wave of anti-Japanese sentiment has run through China, Taiwan and Hong Kong since July, when Japanese nationalists raised the flag and built a small lighthouse on the largest island in this archipelago, known as the Diaoyu Islands to the Chinese and Senkaku to the Japanese. Taiwan activists landed on one of the islands this month.

Unclos entitles coastal states to proclaim a 200-mile economic zone, or a continental shelf - based on geological formations - which may be much larger.

Inhabited islands are entitled to their own economic zones, and complex issues can arise when an inhabitable island belonging to one country appears to be on the continental shelf of another.

The fact that the ownership of islands provides the key to rich fishing and mineral resources is stoking controversy over some obscure archipelagos in which nobody took much interest until recently.

But there have been loud calls from Asian politicians to settle the outstanding disputes in accordance with Unclos, and the new court - where proceedings will be

much quicker than at the International Court of Justice in the Hague - will at least provide a test of their sincerity.

Britain suffered a diplomatic defeat over the wording of the convention when Ireland insisted that tiny, uninhabitable rocks should be excluded from the provision that allows islands to have their own economic zones.

parliament to do so - if Greece uses the Law of the Sea to extend its territorial waters from six miles to 12.

Athens has said it has no concrete plans to take this step but it reserves the legal right to do so.

Greek officials allege that recent Turkish moves to question the status of tiny Aegean islands - whose ownership had never aroused much interest in the past - are part of an effort to acquire bargaining chips in the bigger dispute about territorial waters.

Turkey has rejected the Law of the Sea as an instrument for settling disputes in the Aegean, and it has complained that a 12-mile limit for Greece would turn the sea into a "Greek lake".

So far, Ankara has rejected Greece's suggestion that seabed mining rights - and possibly other issues where Turkey claims the existence of a dispute - should be referred to legal arbitration. But there is one European country for which the establishment of the Hamburg tribunal is unequivocally welcome.

Its location in a \$100m building in a historic German port is a diplomatic coup for the Bonn government, as it presses the case for a permanent seat on the UN Security Council and a louder voice in world affairs.

INTERNATIONAL NEWS DIGEST

## Barzani may turn to Saddam

Mr Massoud Barzani, leader of the Kurdistan Democratic party, threatened yesterday to draw Iraq into the inter-Kurdish fighting. Repeating accusations that Iran has helped the rival Patriotic Union of Kurdistan (PUK) regain more than half the territory lost to the KDP last month, Mr Barzani told a news conference in Salahuddin: "America and the west are not respecting their commitments to protect us against the Iranian invasion. Why not ask for Baghdad's help?"

Iraq sent troops to assist Mr Barzani recapture the Kurdish city of Arbil last month from the PUK. Mr Barzani's troops then moved to take over virtually all of the Kurdish enclave. The PUK offensive to regain lost ground this week has raised concern of renewed Iraqi intervention and led the US to pursue an active search for a ceasefire.

Although Iraqi troops were reported to be moving north from Baghdad, there was no indication they would engage in the fighting, Iraqi dissidents said yesterday. Iraqi President Saddam Hussein would be under pressure to intervene if Arbil seemed likely to fall into the hands of the PUK.

*Roula Khalaf, London*

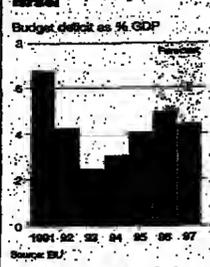
## Israel market reform boosted

Attempts by Israel's finance ministry to push through long-awaited capital market reforms received a boost yesterday after the Bank of Israel said it would support the entire package but still insisted the government introduce deeper cuts in public spending.

Mr Jacob Frankel, the bank's governor, said the package of reforms drawn up by Mr David Brodet, director general at the finance ministry, represented a big step towards reviving the capital markets, adding that, if only part of the package was accepted, the reforms would be half-baked.

The central bank withheld its full support earlier this week, saying the ministry's planned tax on short-term savings would not lead investors back to long-term savings but would fuel inflation.

*Judy Dempsey, Jerusalem*



# Contest for Security Council seats hot up

By Michael Littlejohns at the United Nations in New York

United Nations members are due to vote on Monday on filling vacancies in the Security Council. In one of the fiercest contests in several years

Only one of the five seats that will change occupants on January 1, each for a two-year term, is uncontested. Kenya Africa's unanimous choice to succeed Botswana, South Africa having decided to continue its low-key approach to UN politics that

otherwise might have made it a formidable contender.

There is no such unity, however, among the Europeans and Asians and the Latin Americans also have failed to agree on a single nominee, with Costa Rica and Bolivia fighting for the seat held by Honduras.

But Portugal, which has been trying to reassert itself internationally, to is a main focus of suspicions of skulduggery in the race for two seats allocated to the Western European and Others group - the "Others" being

countries such as Australia, New Zealand and Canada with strong ties to the old world. Australia and Sweden are the other candidates.

Last night, after another hectic day of electioneering by their ambassadors, the race was considered "too close to call". The winners of powerful UN prestige, will replace Germany and Italy in the 15 nation council.

UN members in arrears by the equivalent of two years' dues - less than \$220,000 for the smallest states - lose voting rights. Thus, diplo-

mats believe it may be no coincidence that the former Portuguese colony of Sao Tome and Principe was able to find funds this week to safeguard its ballot. Most believe this will be in Lisbon's favour. Similarly, impoverished Chad also came up, barely in time, with the wherewithal.

Mr Peter Oswald, Sweden's delegate, and Australia's Mr Richard Butler, are apparently resting their respective cases on national merits. Sweden has long been a strong sympathiser with the

Third World and Australia gained valuable kudos with its successful initiative to rescue the comprehensive nuclear test ban treaty.

India, whose opposition to this pact created a crisis, is fighting Japan for the seat to be relinquished by Indonesia. A stream of UN delegates spent the summer on all-expenses-paid "goodwill" visits to Tokyo, Hiroshima and Kyoto - for a form of electioneering beyond India's capacity but one that the Japanese have used to their advantage before.

However, the contenders are all aware that in a secret ballot promises of support are not always honoured.

A two thirds majority of members "present and voting" - meaning that abstentions and absentees are not counted - is required for election. While the current battle is the most bitter in recent memory, and allegations of vote-buying are a relatively new phenomenon, one vacancy several years ago was filled only after 50 rounds of balloting over several weeks.

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b) The inner envelope should be sealed and should contain the documents relevant to the international tender mentioned in the specifications.

The final date for the receipt for the tenders has been set for January the 20th 1997.

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Moscow falls 3% on Lebed sacking

Moscow... political developments... sacking... 3%... on Lebed... sacking... 3%... on Lebed... sacking...

Friday, October 18 at 11:00 pm (French time)

New numbering plan in France



How to call numbers in France from another country.

On October 18, 1996 at 11:00 pm French time (9:00 pm UTC), France will switch to a new telephone numbering plan.

These changes anticipate for the ever increasing volume of telecommunications traffic in France (new services, fax, mobile phones, etc.). This new plan provides a reserve of numbers for several decades to come and marks a further step towards harmonization with European directives and international recommendations.

This New Numbering Plan applies to all numbers you call in France. To call a number in France from another country, simply dial the country code 33, followed by a 9-digit number.

Remember...!

Don't forget to update your personal directories. If necessary, plan for the updates of all French numbers (including speed dialing) stored in your equipment: telephones, fax machines, modems, etc.

9 digits to call all numbers.

To call Paris and the Paris region.

There are no changes. You will continue to dial the 9-digit number which begins with 1. For example: + 33 1.....

To call the "provinces" (other regions).

Depending on the location, dial 2, 3, 4 or 5 in front of the current number, which remains the same.

The digits to be added are shown on the area code map and in the area code table.

For example: + 33 20..... becomes + 33 3 20.....



Table with 3 columns: 'To the current number beginning with', 'Add:', and 'To the current number beginning with'. It lists area codes from 20 to 47 and the digits to be added (2, 3, 4, 5).

Last valid at March 31, 1995

To call mobile numbers and special services.

To call a mobile phone, dial 6 before the current 8-digit number.

To call special services (videotex, audiotex), dial 8 before the existing 8-digit numbers, which remain the same.

Table with 2 columns: 'To the current number beginning with' and 'Add:'. It lists special service codes (01-06) and the digits to be added (6 or 8).

To call French overseas "départements" and territories (DOM - TOM).

There are no changes. You dial the 3-digit access code, followed by the 6-digit subscriber number.

For example: + 590..... for a number in Guadeloupe.

How to phone when you are in France.

For all calls within France, dial 0 before the 9-digit number. The domestic long distance access code, 16, will no longer be used. To call another country from France, dial 00 (instead of 19).



in re. are re as en az ne art si- le nd or 00s a off ng es he an in lid ner ng As ul- th- ks. of cal vn sts ri- de ias a nd ars a ck ld- ng uly in se ure .50 of 2e, 94, uly er- bre rn ou tin nk is 100 as bi- ed IS S lar ou sal sts for he int nd of et. nd or- ed s, an- set old to is- tic nd ar- rite m, as, vel ve tin ar.

NEWS: UK

# Brussels threatens action over employment law

By Robert Taylor, Employment Editor

The UK government is set on a collision course with the European Commission over its alleged failure to carry out in full a European Court of Justice judgment that requires worker representatives to be consulted by their employers over collective redundancies and business acquisitions. The commission has protested that the government's consulta-

tion regulations that came into force a year ago fail to meet all the legal requirements laid out in EU directives and in a judgment by the European Court. The UK was first challenged over this issue by the commission in 1991 when Brussels took out infringement proceedings. The resulting European Court judgment - made in June 1994 - upheld the commission's complaint against the UK. In an unprecedented move the

commission is questioning whether the UK has carried out the legal obligations required by the court in its judgment. Serious financial penalties could be inflicted on the UK if it is found that its regulations are found to be in contempt of the court verdict. Officials in Brussels last night stressed that the matter was serious but the matter was still at an early stage. The commission's main complaints concern two

issues. First, Brussels questions whether the UK rules reflect the European Court judgment over procedures for designating employee representatives. Second, it questions the effectiveness of sanctions under UK law if an employer fails to inform or consult the employees' representatives. Under the UK regulations that came into force this March employers are required to consult with elected employee representa-

tives about collective redundancies and business transfers even where there are no recognised trade unions. The consultation is required only where 20 or more employees are made redundant at one establishment within a period of 90 days or less. The UK government has estimated that this would remove any previous legal obligation to consult through representatives in 96 per cent of cases with a saving of

£85m (£132.60m) a year to employers. Under the new regulations employers must consult "in good time" with "appropriate representatives" of the employees to be made redundant. These may be employee or trade union representatives but the employer can choose who to consult. Moreover the representatives may be elected simply for the specific purpose of being consulted in an ad hoc temporary arrangement.

## Rover announces 3.5% pay settlement

By Richard Wolfe and Robert Taylor

Rover, the UK carmaker owned by BMW of Germany yesterday announced it has agreed a 3.5 per cent pay deal with trade unions representing most of its shopfloor workers.

The pay deal is the first to be handled by Mr Waite Hasselkus, Rover's new chief executive and a BMW board member. It represents a significant reduction from the unions' initial demands of a 7 per cent rise to reflect recent improvements in productivity.

The one-year deal includes a £100 (£168) bonus for each Rover worker to be paid next May, in addition to the percentage pay rise which comes into force from the start of next month.

Other parts of the pay package include improved holidays for long-serving employees, increases in profit-related bonuses, and longer leave following family bereavement.

After four days of talks between Rover managers and trade unions leaders representing some 40,000 workers, Rover said the pay deal had been recommended for acceptance by the union negotiators. Union members will now take part in a ballot over whether to accept or reject the negotiated offer.

Rover said: "This is a fair and reasonable deal which recognises the contribution made by Rover's people to the business need of supporting the worldwide growth of the company."

Earlier this week the TGWU general union said it was recommending a two-year deal negotiated at Ford's Jaguar subsidiary that would ensure a pay rise of 4.25 per cent this year for all employees followed by 3.5 per cent or 0.5 per cent in front of the inflation rate next November.

## Central bank reaffirms strong line on inflation

By Graham Bowley and Gillian Teet

The Bank of England, the UK central bank, yesterday warned that it was not prepared to give up its fight to keep inflation low. The move will be seen as a warning to the government in the run up to the next election.

Professor Marvyn King, chief economist of the Bank of England, publicly reaffirmed the Bank's commitment to price stability.

He strongly rehashed recently fashionable academic theories suggesting low inflation should be sacrificed for economic growth.

The "objections to price stability do not outweigh the advantages of a stable monetary standard," he said at the annual lecture for the Economic and Social Research Council in London. "Price stability is a timeless virtue," he added.

His comments will be seen as a warning to Mr Kenneth Clarke, the chancellor of the exchequer, who economists

### Public spending cuts 'marginal'

Public spending next year will be reduced only marginally from levels earmarked a year ago, in a rebuff to rightwing members of the governing Conservative party pressing for cuts to fund a pre-election tax giveaway.

Discussion today by Mr Kenneth Clarke, chancellor of the exchequer, with Treasury ministers and senior officials will make plain that one penny is probably the most that will be cut from the basic rate of income tax in November's Budget.

Mr Kenneth Clarke's concern about high public bor-

rowing levels - and his conviction that only modest spending reductions are possible - means that he remains uncertain whether any net tax cuts can be afforded.

"Most ministers do not take him seriously when he says it may not be possible to cut taxes," said a senior cabinet minister. "But he is in deadly earnest."

Mr Clarke repeated his anxiety about the decline in tax revenues and the detrimental effect on borrowing at a cabinet meeting yesterday, held to discuss the economic climate for the budget.

Mr Kenneth Clarke's concern about high public bor-

rowing levels - and his conviction that only modest spending reductions are possible - means that he remains uncertain whether any net tax cuts can be afforded.

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Prof King: price stability is a timeless virtue

## Investors in Scandex funds 'lost \$1.6m'

By Clay Harris in London

Investors in foreign exchange trading schemes run by Scandex Capital Management, a Copenhagen-based company, have lost more than £1m (\$1.6m) of the £2.2m they put in, the High Court was told yesterday.

Scandex and Mr Jeremy Bartholomew-White, its managing director, were ordered by Mr Justice Chadwick to transfer to Britain by noon today all funds and investments owned by UK investors. Some are held in accounts in Denmark and Switzerland, according to the company's affidavit.

Such a repatriation order is unusual, according to the Securities and Investments Board, which is aiming not only to stop Scandex from doing investment business in the UK but also to have the company wound up in Britain rather than in Denmark.

The judge also ordered Scandex and Mr Bartholomew-White to give further information about the assets held for UK investors after counsel for the SIB said: "Manifestly there has not been full disclosure." The judge said: "A company which says 'we only accept funds in segregated

accounts' might be expected to know where they are."

Mr Philip Heslop, for the SIB, said the figures disclosed for currency losses, in accounts denominated in sterling, US dollars and Swedish kronor, left a balance of investors' funds equal to about £255,000.

Yet Scandex's disclosures showed funds on hand of only £160,000 to £185,000. The loss also did not include any shortfall on equities sold to investors.

Mr Heslop said: "A number of investors have rung up companies and asked about their shares, only to be told 'what shares?' and discovered shares had not been registered." Scandex had told one investor that shares were held in a nominee account in a Swiss bank.

Mr Heslop said Mr Bartholomew-White had "manifestly broken" an undertaking given to the SIB on July 9 not to do any more investment business in the UK.

The SIB is seeking an undertaking from Scandex that it will apply to wind itself up and ask for appointment of a provisional liquidator. It cannot take the action itself, because Scandex was never an authorised investment business.

Editorial Comment, Page 15

**SAVILLS**

## UBS in battle over dividend

Financial Times Reporters

Former senior executives and managers of Forté, the hotels group taken over by Granada in January, are resisting a demand from UBS, Forté's broker, that they repay profits from share options made from the takeover.

Up to 60 former Forté executives are refusing to repay a special dividend which UBS says it is owed from selling the executives' options after the takeover. A recently formed Forté action group states in a circular that there has been "a cock-up" and that UBS has "clearly made a mistake".

Some of the former Forté executives have told UBS they are unable to repay the special dividend because they have already spent it, including to pay off house mortgages.

However, UBS yesterday strongly defended its role in the sale of the executives' options and payment of the special dividend, which it said was in line with standard trading practices. "We would never have had any reason to doubt that we

would be paid," it said. "These are sophisticated people and it was clear in the [takeover] offer documents that they had to repay the special dividend."

UBS also said: "They sold the stock with all rights in a straightforward transaction, and there is no legal doubt that that includes the rights to the special dividend."

The dispute centres on the 47p special dividend offered by Granada to all Forté shareholders, including Forté executives holding Forté share options. The special dividend was widely seen as an important inducement to help it clinch the £2.9bn takeover of Forté.

After the takeover in January, up to 120 of Forté's senior executives exercised and sold their options through UBS. They were paid the special dividend in May but UBS says they should repay it because the individuals and institutions which bought the Forté shares were entitled to it.

UBS said it has been repaid by a majority of the executives main board and that it is now owed less than £1m.

## Gas pipe route 'will hit prices'

By Robert Corzine and Jenny Luebery

TransCo, British Gas's pipeline monopoly, yesterday warned that pipeline fees could rise or fall by 10 per cent depending on where gas from four new fields in the central North Sea comes ashore.

It said a UK government decision on the issue would affect gas prices and influence the overall cost of energy.

High-pressure pipeline fees could be cut by up to 10 per cent if gas from the Elgin, Franklin, Shearwater and Fushia fields lands on Teesside, north-east England.

But the fees, which make up about 40 per cent of an average consumer's bill, could rise by 10 per cent if the government approves a scheme put forward by Elf Aquitaine and Shell UK, the developers of the fields. They want to build an

undersea line direct to Bacton on the east coast of England, from where the gas would be exported to mainland Europe via the interconnector, a pipeline that is being built to Zeebrugge in Belgium.

A meeting on the issue is due to be held at the Department of Trade and Industry in London today.

Last week chemical producers in Teesside, designated by the government as the national centre for chemical investment, said that their position would be undermined if the gas came ashore elsewhere.

But TransCo said the developers' option would have serious consequences for its plan to build a "high pressure gas superhighway" along the east coast.

The large amounts of gas from the four fields would underpin investment along the "gas superhighway" from Scotland to Bacton.

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NEWS: UK

Curbs following schoolroom massacre 'will devastate business'

Gun industry attacks ban

By Richard Wolfe in Birmingham
The UK gun industry yesterday demanded urgent compensation for what it described as the "devastating" business impact of the government's proposals to curb handguns.

with the likelihood of the destruction of the majority of our handgun business. Our immediate and on-going concern is how we are going to get adequate compensation for the enormous losses we are going to suffer as a result of this legislation.

Gun Trade Association, said: "There has to be compensation for the industry because you cannot suddenly destroy a sport and not give something to those who have invested in it. Otherwise companies may try to sue the government for their losses.

Mr Gary Clark, the owner of Frogun Services in Birmingham's historic gun quarter, produces and repairs specialist pistols for competition target shooting. "We have been in the trade for four generations but I have been put out of business overnight without compensation. This will bring severe financial problems for me and my family," he said.

Firm is fined for failure in supervision

By George Graham, Banking Correspondent
Pilling & Co, a stockbroking firm based in Manchester, north-west England, is to close its London branch after being fined by the Securities and Futures Authority, the City of London financial markets regulator, for failings in its internal controls.

"His trading on behalf of customers amounted to recklessness," the SFA said. The SFA yesterday reprimanded and fined MeesPiersen ICS, a futures clearing affiliate of the Dutch investment bank Mees Piersen, and one of its futures traders for unauthorised management of client accounts.

UK NEWS DIGEST Jersey to share City mediation

Jersey's financial authority wants the island to become the first offshore centre to sponsor the City Disputes Panel. Jersey is the largest of the Channel Islands between England and France and makes its own tax laws independently of the British parliament.

Germany leads EU recycling rate

The UK lags behind the rest of Europe in recycling steel cans, according to figures released yesterday by the Association of European Producers for Packaging Steel. Across the European Union, the proportion of cans recycled from waste into steel has risen sharply from 18 per cent in 1986 to a forecast 45 per cent this year.

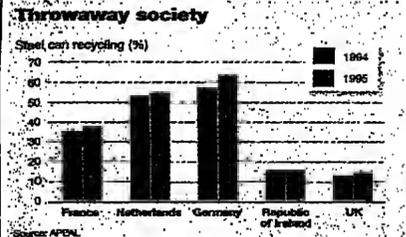


plate operation said the main reason for the low UK recycling rate was that most household waste in Britain was deposited in holes in the ground. In mainland Europe waste was more commonly dumped at treatment centres where steel items were extracted magnetically from other rubbish.

MACHINE TOOLS Traub offshoot 'trading normally'

The UK subsidiary of Traub, the heavily indebted German machine tool maker which this week went into temporary administration, said yesterday it was trading normally and saw no problems in meeting orders for new machines and spare parts.

FILM INDUSTRY Production franchises offered

The Arts Council, which allocates state funds to projects, will next week announce details of a plan to establish a number of film production franchises, financed by National Lottery proceeds. Companies will be invited to bid for the right to operate some of the franchises.

US peace-broker praises Adams

PA News Reporter in Dublin
Mr Bill Flynn, the US businessman who chairs the National Committee on American Foreign Policy, yesterday criticised the Irish Republican Army for ending its ceasefire but gave Mr Gerry Adams a strong personal endorsement.

controversial meeting in 1994 in New York of leaders of Northern Ireland parties including Mr Adams, after a long ban on his entering the US was lifted. "To see what has happened since that meeting is very, very discouraging," said Mr Flynn.

Rolling contract gathers \$4.7m

Judge took sacked executive's age into account in deciding payout

The £3m (\$4.7m) compensation awarded to Mr John Clark, the former BET chief executive sacked following the Rentokil takeover, has fuelled the debate over corporate governance.

However, the High Court judge, Mr Justice Timotheo Walker, found in his favour on several points. These included: Basic salary. Mr Clark was entitled to three years' salary of £490,000.

not seriously sought work after his dismissal. Mr Clark had taken adequate steps to find a position. His file of application letters was not a "sham" intended only to persuade the court, the judge said.

Afterwards, Mr Clark's solicitor, Mr Geoff Tyler of Biddle and Co, said the ruling emphasised the importance of an executive having the terms of his contract properly set out.

This announcement is neither an offer to purchase nor a solicitation of an offer to sell these securities. The Offer is made only by the Offer to Purchase and the related Letter of Transmittal and is not being made to (nor will tenders be accepted from) holders of Notes in any jurisdiction in which the Offer or the acceptance thereof would not be in compliance with the securities laws of such jurisdiction.

Millennium America Inc. (formerly Hanson America Inc.)

Notice of Change-in-Control and Offer to Purchase for Cash any and all of the Outstanding 2.39% Senior Exchangeable Discount Notes Due 2001 of Millennium America Inc. (including the ADS Rights appurtenant thereto issued by Hanson (Bermuda) Limited to acquire American Depositary Shares representing Ordinary Shares of Hanson PLC)

Millennium America Inc. ("Millennium America") is offering (the "Offer"), on behalf of itself and as agent for Hanson (Bermuda) Limited ("HBL"), an indirect wholly owned subsidiary of Hanson PLC ("Hanson"), to purchase for cash at the Repurchase Price, upon the terms and subject to the conditions set forth in the Notice of Change-in-Control and Offer to Purchase, dated October 18, 1996 (the "Offer to Purchase") and in the accompanying Letters of Transmittal, any and all of the outstanding 2.39% Senior Exchangeable Discount Notes Due 2001 of Millennium America (the "Notes"), including the ADS Rights (the "ADS Rights") appurtenant thereto issued by HBL to acquire from HBL American Depositary Shares ("ADSs") each representing five ordinary shares of 25p each ("Ordinary Shares") in the capital of Hanson.

SUBJECT TO THE TERMS AND CONDITIONS SET FORTH IN THE OFFER TO PURCHASE, THE OFFER AND WITHDRAWAL RIGHTS WILL EXPIRE AT 5:00 P.M., NEW YORK CITY TIME, ON DECEMBER 17, 1996, AND MAY NOT BE EXTENDED UNLESS REQUIRED BY APPLICABLE LAW (SUCH TIME AND DATE OR THE LATEST EXTENSION THEREOF, IF EXTENDED, THE "EXPIRATION DATE"). NOTES TENDERED IN THE OFFER MAY BE WITHDRAWN AT ANY TIME PRIOR TO THE EXPIRATION DATE.

As of October 17, 1996, there was US\$1,255,115,000 aggregate principal amount due at the stated maturity of Notes outstanding, with an accreted value of US\$1,083,125,412. Each ADS Right is currently exercisable at an ADS Ratio of 55.712 ADSs per US\$1,000 principal amount due at the stated maturity of Notes, which gives effect to adjustments for the Chemicals Demerger and the Tobacco Demerger.

Tenders of Notes may be withdrawn at any time prior to the Expiration Date. In the event of a termination of the Offer, the Notes tendered pursuant to the Offer will be returned to the Tendering Holders promptly. Upon the terms and subject to the conditions of the Offer (including, if the Offer is extended or amended, the terms and conditions of any such extension or amendment) and applicable law, Millennium America, on behalf of itself and as agent for HBL, will purchase, by accepting for payment, and will pay for all Notes validly tendered (and not properly withdrawn) pursuant to the Offer, promptly after the Expiration Date, such payment to be made by the deposit of immediately available funds by Millennium America with The Bank of New York, as Depositary, which will act as agent for Tendering Holders for the purpose of receiving payment from Millennium America and transmitting such payment to Tendering Holders.

The Information Agent for the Offer is:

GEORGESON & COMPANY INC.

United States: Wall Street Plaza New York, New York 10005 Bankers and Brokers Call Collect: (212) 440-9800 All Others Call Toll Free: (800) 223-2064

October 18, 1996

Millennium America Inc. (formerly Hanson America Inc.)

2.39% Senior Exchangeable Discount Notes Due 2001 of Millennium America Inc. (including the ADS Rights appurtenant thereto issued by Hanson (Bermuda) Limited to acquire American Depositary Shares representing Ordinary Shares of Hanson PLC)

Reference is made to the Indenture, dated as of March 1, 1994, by and among Millennium America Inc. ("Millennium America"), formerly Hanson America Inc., Millennium Chemicals Inc. ("Millennium") and The Bank of New York, as Trustee, relating to the 2.39% Senior Exchangeable Discount Notes Due 2001 (the "Notes"), as amended by the First Supplemental Indenture, dated as of May 16, 1994, the Second Supplemental Indenture, dated as of September 18, 1996 and the Third Supplemental Indenture, dated as of October 1, 1996 (as amended, the "Indenture").

Effective as of October 1, 1996, Millennium has guaranteed the obligations of Millennium America under the Indenture. Notice is hereby given to Holders of the Notes that, as a result of the payment of a dividend of Common Stock of Millennium and Ordinary Shares of Imperial Tobacco Group PLC to holders of Ordinary Shares of Hanson PLC ("Hanson") and holders of Hanson American Depositary Shares ("ADSs"), the ADS Ratio (as defined in the Indenture) applicable to the Notes is now 55.712 Hanson ADSs per US\$1,000 principal amount due at the stated maturity of the Notes. The adjusted ADS Ratio became effective October 2, 1996. The ADS Ratio was previously 33.741 Hanson ADSs per US\$1,000 principal amount due at the stated maturity of the Notes.

October 18, 1996

John Mason



ARTS

A desperate game of musical chairs

Scotland's arts companies must merge their orchestral schedules to survive, reports Andrew Clark

The crunch has come for Scotland's national arts companies. After years of chronic insecurity, mounting deficits and failed mergers, they have barely eight weeks to integrate their orchestral schedules. If they succeed, they can expect enough extra cash from the Scottish Office to guarantee their long-term stability and independence. If they fail, or the negotiations drag on inconclusively, one or more may face extinction.

If the five companies are to plan coherently for next season, they must hammer out their combined schedules by Christmas. There are huge hurdles to overcome. At present Scottish Opera and Scottish Ballet both have orchestras of about 50 musicians - the opera on full-time contracts, the ballet comprising a loyal freelance group. Both companies draw on an additional freelance pool of 20. If, as seems likely, a merged orchestra is limited to 70 full-time posts, around 50 musicians would be made redundant.

will lose its best players if it is idle. By contrast, the Glasgow-based BBCSO has taken on a new lease of life since its abortive merger with the Scottish Opera Orchestra. It may lack the international reputation of the BBC's other regional orchestras, and it is still circumscribed by BBC bureaucracy - with most of its output confined to Radio 3, for example, instead of making its presence felt on Scottish television and radio. But it is giving concerts from Wick to Dumfries, and has won plaudits for its innovative repertoire.

Obituary Berthold Goldschmidt

For Berthold Goldschmidt, the German-born, British-naturalised composer who has died at the age of 98, the best came last. In the final 10 years of a life which included more than his fair share of struggle, Goldschmidt received the international recognition - and the euphoric acclaim of his native country - that had eluded him for so long.

In the 1980s, however, the musical world began to re-examine Germany's "lost" interwar era. At the 1987 Berlin festival, Simon Rattle conducted the German premiere of Goldschmidt's Ciacoma Sinfonica. A year later, Beatrice Cenci received a concert performance in London. Goldschmidt started composing again, and his music was featured on Decca's Entartete Musik label.

Prudential winners announced

Five arts companies were each £50,000 richer last night after the announcement of the Prudential Award for the Arts, the most generous arts prize in the UK.

World Service

BBC for Europe can be received in western Europe on medium wave 648 kHz (463m)

Theatre Slick study in noir

On the one hand, Mojo - the first play by 27-year-old Jez Butterworth - is as accomplished a first play as I can remember seeing. It was a sell-out hit when new at the Royal Court in Sloane Square last year, and now that the Royal Court has pitched camp in two West End theatres, it is Mojo that has opened its new régime in St Martin's Lane at the Duke of York's Theatre.



Impressive: Paul Reynolds as Baby in Jez Butterworth's 'Mojo' Alastair Muir

There is nothing wrong with imitating Pinter or Tarantino. But the effects of Mojo are manipulative. This is most apparent with the rapid ping-pong stichomythia between Sweet and Potts - virtuosically written riffs of part-nonsense for these alarming, weak, silly, pushy hoolies. Their note of rising hysteria (especially in Sweet's) between all the busy bluster feels all too calculated. But even the play's homoerotic atmosphere -

which gradually daubs all six characters (all male); which suggests crushes, liaisons, abuse, catanisms; and which is Butterworth's most original feat - feels also like a modish ploy.

Butterworth already knows more about playwrighting than most playwrights ever learn. Anyone who sees Mojo should look forward with impatience not only to his next play but to the one after that, too. And yet I cannot help hoping that they will be more ambiguous, less brilliant.

London concerts/David Murray

The distinguished Finnish baritone Jorma Hynninen returned to the Wigmore Hall on Tuesday, singing an all-Sibelius programme. He drew an all-but-full house, of which a large part was Scandinavian. His only operatic appearances in London have been in Finnish operas, Sallinen's The Red Line at Sadler's Wells and The King Goes Forth to France at Covent Garden; since neither the Royal Opera nor the ENO has engaged him for other work - unlike La Scala, the Met, Vienna and the Bolshoi - he is not a household name here.

London concerts/David Murray North by north-east

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INTERNATIONAL ARTS GUIDE

- AMSTERDAM CONCERT Concertgebouw Tel: 31-20-6718345 ● Koninklijk Filharmonisch Orkest van Vlaanderen: with conductor Grant Llewellyn and pianist Frank Brant perform works by Bizet and Rachmaninov; 11am; Oct 20

- Musée des Beaux-Arts Tel: 33-37 36 41 39 ● Chefs d'Oeuvre de la Peinture Italienne: part of a joint project of the Musée des Beaux-Arts in Blois, Chartres, Orléans and Tours, this exhibition shows works by 18th century Italian painters from the collections of the four museums. At the same time exhibitions are held at the other museums, focusing on Italian painting in the 14th and 15th century (Tours), the 16th century (Blois) and the 17th century (Orléans); from Oct 20 to Jan 13

- Theater der Stadt Duisburg Tel: 49-213-30090 ● Rigoletto: by Verdi. Conducted by Ira Levin, performed by the Deutsche Oper am Rhein. Soloists include Mikal Dean and Ingrid Kertes; 7.30pm; Oct 21

- DANCE Peacock Theatre Tel: 44-171-314-8800 ● Fexumes de Tango: this show choreographed by Miguel Angel Zotto and Milena Plebs and performed by the tango company Tango por Dos opens the newly refurbished Peacock Theatre (formerly the Royalty Theatre), Sadler's Wells' temporary home; 8pm, Sat, Wed 30 Oct also 3pm; to Nov 2

- Carnegie Hall Tel: 1-212-247-7800 ● Empire Brass: with trumpeters Rolf Smedvig and Mark Inouye, French horn-player Luiz Garcia, trombonist Darren Accosta, tuba-player Kenneth Arnis and drummer Kurt Wortman perform works by Susato, Byrd, Weck and Tchaikovsky; 8pm; Oct 19

- STUTTGART EXHIBITION Staatsgalerie Stuttgart Tel: 49-711-2124050 ● Das Verlorene Paradies: this exhibition focuses on the work of the German painter Johann Heinrich Füssli and the influence of John Milton's book "Paradise Lost", which was a main source of inspiration for Füssli throughout his career; from Oct 19 to Jan 19

- PARIS CONCERT Festival d'île de France Tel: 33-1 44 94 28 88 ● Sazburg Chamber Soloists: with conductor/Violinist Lavard Skou Larsen perform works by J. Strauss and Stravinsky. Performance at the Théâtre du Gard-Chasse, as part of the Festival d'île de France; 9pm; Oct 19

CHARTRES EXHIBITION

DUISBURG OPERA

LONDON CONCERT

MADRID CONCERT

NEW YORK CONCERT

STUTTGART EXHIBITION

VIENNA CONCERT

COMMENT & ANALYSIS

Philip Stephens

One man's vanity

Sir James Goldsmith's Referendum party is a harmless indulgence doomed to failure within six months



We must not get cross with Sir James Goldsmith. The rational reaction to his foray into British politics is one of indulgence. Like many millionaires, Sir James is bored with being wealthy. He craves the limelight. He is a man with a mission. British democracy should have no fear of such characters. He can do it no harm. I should own up here. When Sir James first appeared on the scene with his Referendum party, I took a different view. For a while I shared the starchy Establishment indignation at the idea that politics was becoming a billionaires' playground. The British are amateurs in these matters. I also thought it a bit rich that someone whose principal residence was a Mexican hacienda should take it upon himself to save Britain from Brussels. I recall saying Sir James was a nationalist in frantic search of a nation. That was unkind. I made two mistakes. First, I considered that anyone who had made as much money as Sir James must be a character of the coldest calculation. As we have seen more of him these past few months it has become obvious that here instead is a man of unbridled emotion, an incurable romantic. He knows that even if he were to double the £20m he plans to spend on his party's general election campaign he would still be humiliated. But he doesn't care. It is the cause that counts. He is a man of causes. Lost ones. There are those who remember his reaction when Harold Wilson scraped back to power as prime minister in the inconclusive February 1974 election. Sir James seemed convinced that Labour's return to government was a prelude to a communist takeover. He said so to Sir Edward Heath, the leader of the Conservative opposition. And he had a solution. If only Sir Edward would

combine his determination to make Britain's future in Europe (then a wholly laudable capitalists' club) with a pledge to change the British voting system. Sir James would bankroll the Conservatives. Labour would be denied a majority in parliament and the communist threat repulsed. Inexplicably, Sir Edward never took up the offer. Still more curiously, Sir James received his knighthood two years later in the somewhat controversial honours list submitted by Wilson on his resignation as prime minister. Less charitable commentators have also highlighted the prospectus offered in French-language edition of his best-selling book *The Trap*. In this - the first edition, published a few years back, he calls for a "strong Europe" with central powers over diplomacy and defence. Trade barriers against the so-called predators of north America and the developing world should be buttressed by a European central bank and a powerful legislative senate.

Sir James is still a protectionist, but the rest has been excised from the English-language edition of the book. I am nit-picking. We all change our minds - even those conventional politicians colourfully characterised by Sir James as "the most despicable human species I have come across". My second mistake, though, was to be influenced by the panic which gripped John Major's party earlier this year. When Tory MPs began taking out their pocket calculators to check their majorities and John Redwood paid homage to Sir James at London's Dorchester Hotel, it seemed something serious was afoot. Perhaps he would devote the Conservatives of a dozen or so crucial seats in the election and thereby hand the keys of 10 Downing Street to Tony Blair. But it is clear that the Referendum party is an entirely ephemeral phenomenon. Its profile among the media and political classes is in inverse relationship with its impact on the nation's doorsteps. Step a mile or two beyond Westminster and the pollsters find it impossible to detect. It will stay that way from now until election day. The Brits will happily take the money (the party's advertising splurges are a boon for the newspaper industry) but will give nothing in return. Sir James will go down in style, albeit the faded variety. The representatives at his inaugural Brighton conference tomorrow come from the guest list of one of those rather louché Belgravia parties during the heyday of Thatcherism: Sir Alan Walters, Lord MacAlpine, Peter de Savary, John Aspinall, Edward Fox even Carla Powell, society hostess and spouse of Sir Charles. The Referendum party's great weakness, though, is that it dare not speak its manifesto. Few who have read the party's advertisements can doubt the aim is withdrawal from the European Union. Anyone who claims, perhaps even believes, that Britain's laws are made by 20 unelected commissioners could hardly want it to happen.

If someone had not whispered in my ear a while back that actually it is the Commission's task to propose and that of the Council of Ministers to dispose, I might have been among the first to join the crusade. Sir James's emotions seem to blind him to such detail. He tells us that each of his pronouncements is rigorously checked for accuracy by his lawyers. I do not know whether these lawyers have ever been to Brussels, but my advice is that Sir James should be careful before he pays their bills. He will not offer the electorate a straight yes-or-no question on membership of the EU. Instead the voters must decide between four propositions. Britain could stay in the EU as it is. It could return to the position before the Maastricht treaty. It could opt for no more than Europe's free-trade dimension. Or it could indeed leave altogether. The first three questions, though, are there only to provide camouflage for the fourth. There is no serious possibility that Britain's partners would allow it either to fast-freeze the structures of the EU or to turn back the clock. Sir James, being an intelligent man, knows it. He must know also his venture is doomed. There may be little appetite for further European integration. In this, Britain is not alone. The mood in other European countries runs behind the ambitions of the political elites. That is why the single currency project is such a risk. But the British are not romantics. They cannot afford to be. They make hard-nosed calculations about their prosperity. Presented with the real choice they would vote overwhelmingly to stay in. In six months Sir James will be gone, no doubt in search of another cause. So meanwhile let's be nice to him.

The Referendum party's profile among the chattering classes is in inverse relationship with its impact on the nation's doorsteps

LETTERS TO THE EDITOR

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We are keen to encourage letters from readers around the world. Letters may be sent to 4471-873 5633 (please see fax in Times) or e-mail: letters.editor@ft.com. Published letters are also available on the FT web site: http://www.ft.com. Translation may be available for letters written in the main international languages.

Value measure should be used with caution

From Mr Nick Anfill

Sir, Enormous interest has been generated by the Economic Value Added approach to company management and share price valuation, propounded by Stern Stewart & Co ("How EVA measures up", October 7, and Letters, October 14). There are considerable difficulties in applying it, which suggest that it should be used with some caution. The EVA methodology is a rearrangement of cash flows, the intention not being to alter the valuation of a company as against that produced by a standard discounted cash flow model but to allocate the creation of value so that it is made visible. Management

performance and remuneration can thus be tied back directly to budgeted targets on an annual basis. The appeal of the EVA methodology for the investment community is similar to that to management. It ties performance measurement to valuation. The difficulty is one of accrual. The list of difficulties is as follows: ● Cyclical industries look as if they are subtracting value half the time and adding it for the other half. ● Projects do not come on full stream the year after the capital is sunk, so value creating companies will often look less attractive than those which are

maximising cash generation at the expense of growth. ● The adding back of non-cash items (such as deferred taxation or provisions) ensures the compatibility of the analysis with a discounted cash flow valuation, but it is not altogether true that all such provisions are simply a function of banker-driven, rather than economics-driven accounting. Some reflect real timing differences which will reverse. ● Where assets have been sunk for a long time, the historical cash cost of them will often be very low. While it is true that there has been a large increase in their value, is it fair to say that

the company is adding value now, when that apparent addition to value simply reflects the inflation of the 1970s? Stern Stewart's comparisons of Market Value Added and EVA have been conducted over long runs of years. This will reduce the impact of all the problems listed above, but should be reflected in the use which is made of EVAs both by managers and investors. Nick Anfill, director, oil and gas research, BSW, 55, St. James's Place, London EC4A 3DF, UK

Ivory tower solutions

From Mr M.D. Sanderson

Sir, The views expressed by Peter Robinson ("Barely a pass on training", October 7) are strongly out of line with the experiences of the Engineering and Marine Training Authority. The growth rate for national vocational qualifications (NVQs) awarded by us over the last four years has averaged more than 30 per cent and continues to grow even faster than that in 1996. The NVQ initiative, which is employer-led, seeks to ensure that the skills of the UK workforce are directly relevant to the needs of UK industry. As such, they are frequently attacked by some academics who prefer to sit in their ivory towers inventing theoretical rather than practical solutions.

Stability requires UK support for Emu

From Mr Gijs de Vries

Sir, In recent years, two historic changes have profoundly altered patterns of power in Europe: German unity and the demise of communism. Both Nato and the EU are carefully assessing their role in the new Europe. Nato unquestionably remains the key to security in Europe. However, with US foreign policy oscillating increasingly between selective isolationism and unilateralism, European countries must be prepared to take on more responsibility for stability on our continent. Next to Russia and the US, Germany today ranks as Europe's most important country. Germany has a

choice: to exercise its power independently or together with the other member states of the EU. Germany has made its choice. Emu represents the most significant exercise in power-sharing Europe has ever seen. There is a second geopolitical aspect to Emu: to strengthen political cohesion within the EU at a time when the union is being asked to expand gradually to 25 countries or more. It is a necessary counterweight to the centrifugal forces enlargement will generate. For Emu to work, it is important for the EU to get its fundamentals right. A credible stability pact may well be more important,

particularly in the medium term, than the budgetary situation of member states at the end of 1997. Emu will go ahead, with or without the UK. From a geopolitical point of view, however, British participation is highly desirable. The German offer is historic, and will not be made twice. It is in everyone's interest that the UK should accept it. It is time for the UK to take its place at the heart of Europe. Gijs de Vries, president, European Liberal Democrat and Reform party, 97-113 rue Belliard, B-1047 Brussels, Belgium

M.D. Sanderson, chief executive, Engineering and Marine Training Authority, Vector House, 41 Clarendon Road, Watford, Herts, UK

Fall in for yet another electricity review

From Mr Tim Russell

Sir, When Professor Stephen Littlechild, the electricity regulator, announced in early 1995 his re-review of his pricing review of the regional electricity companies' (Recs) distribution

business which had occurred just six months earlier, he tried to justify his decision partly on the basis of sharp upward movements in the Recs' share prices post the original announcement. Given the sharp falls in

electricity share prices this year and consequent rise in the cost of capital for Recs, is it time for another review? Tim Russell, 39 Ormiston Grove, London W12, UK

Goldman, Sachs & Co. extends thanks to the presenters for their significant contribution to our Communacopia V Conference

The following corporate officers presented on October 9th and 10th at Goldman Sachs' fifth annual Communacopia Conference, which was attended by 1,200 of our corporate and investment clients.

Barry Baker, President and CEO, Sinclair Communications, Inc.

Jim Barksdale, President and CEO, Netscape Communications Corporation

Franck Biondi, Chairman and CEO, MCA INC.

George Blumenthal, Chairman and CEO, International CableTel Incorporated

Chase Carey, Chairman and CEO, Fox Television

Stephen Case, Chairman and CEO, America Online, Inc.

Barry Diller, Chairman, Silver King Communications, Inc.

Richard S. Friedland, Chairman and CEO, General Instrument Corporation

Bill Gates, Chairman and CEO, Microsoft Corporation

Eddy Hartenstein, President, DIRECTV

Charles R. Lee, Chairman and CEO, GTE Corporation

Chuck Lillis, President and CEO, US WEST Media Group

Robert Massey, President and CEO, CompuServe Corporation

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Ten lessons from Bosnia

The international community must learn from its mistakes in the former Yugoslavia



Must we allow these Balkan wars to pass, without at least trying to draw some lessons from them, without knowing whether they have been a benefit or an evil, if they should begin again tomorrow and go on forever extending?"

This was the question at the heart of the report of the first Carnegie International Commission on the Balkans in 1914. Now, 82 years later, a second report, of the International Commission on the Balkans has just come out under the auspices of the Carnegie Endowment for International Peace and the Aspen Institute in Berlin.

In the aftermath of the presidential and parliamentary elections in Bosnia and nearly one year after the Dayton peace agreement, the commission's conclusions are worth pondering. The report - called *Unfinished Peace* - can be summarised in the following "10 commandments".

Number one: if the international community decides to intervene in a crisis, it must do so as quickly as possible. In the former Yugoslavia, the violence could have been controlled and even stopped at an acceptable cost in 1991-92 before it extended to Bosnia. Later that was no longer possible - and the cost of Unprofor, the UN peacekeeping mission, from 1992 to 1996 was \$3bn. Number two: the cost of intervention is less than that of non-intervention and indifference.

Number three: there is no worse crime than to make promises and not uphold them. The fall of Srebrenica, a so-called safe haven, and the ensuing massacres were a terrible symbol of the international community's impotence and irresponsibility. Number four: diplomatic action, without the credible threat of the use of force, is doomed to fail.

Number five: never trust the military. Generals in democracies are, as a matter of principle, opposed to any kind of intervention which can only damage their forces. Relying on the "lessons" of the second world war and the myth of Serbian invincibility, the western military exaggerated potential casualties in weighing the pros and cons of intervention. Memories of the Vietnam debacle still weigh heavily

on the US. New thinking is needed to explore the limited use of force in low-intensity conflicts that often involve civil strife in the post-cold war world. Number six: the United Nations proved itself structurally incapable of putting an end to the conflict. The UN's impotence reflected the deep divisions of its member states. But the cumbersome nature of UN mechanisms for conflict resolution, its inability either to keep the peace or to make it, was striking.

Number seven: whether one likes it or not, nothing in the world moves without the US. In the last analysis, Nato emerged from the conflict in the Balkans as the only credible organisation, the one that ultimately made the difference in the field. This does not imply that national forces operating under UN auspices - especially the British and French - lacked courage. They were, however, hampered by waffling civilian decision-makers. Their mandate was to accompany humanitarian action, and that is no substitute for a policy of using force to stop aggression.

Number eight: the US and Europe must act together. If not in unison. It is tempting on both sides of the Atlantic to wait for the other side to act first on its responsibilities - even if not criticising or pushing out the other. Only when both sides worked together did the events that led to the Dayton accord and the subsequent end to hostilities become possible. Number nine: the issue of peace does not end with Bosnia. From Kosovo to Macedonia - not to mention Greece and Turkey - tension remains high. The Dayton peace will last only if the western powers maintain a credible military presence in the region for a significant period to prevent the resumption of fighting, stabilise Bosnia and stop the conflict extending south.

Number ten: the long-term objective of reconciliation is likely to be achieved only after a period of "divorce" for the belligerents. After a grueling war, all sides want such a separation - if only to lick their wounds and slowly overcome their mutual hatred. This does not apply only to the Balkans but also to the Middle East. Populations that cannot live together must learn to live side by side, so bridges can be gradually built between them. The author is deputy director of the Paris-based Institut Français des Relations Internationales and editor of *Politique Etrangère*. He writes here in a personal capacity.

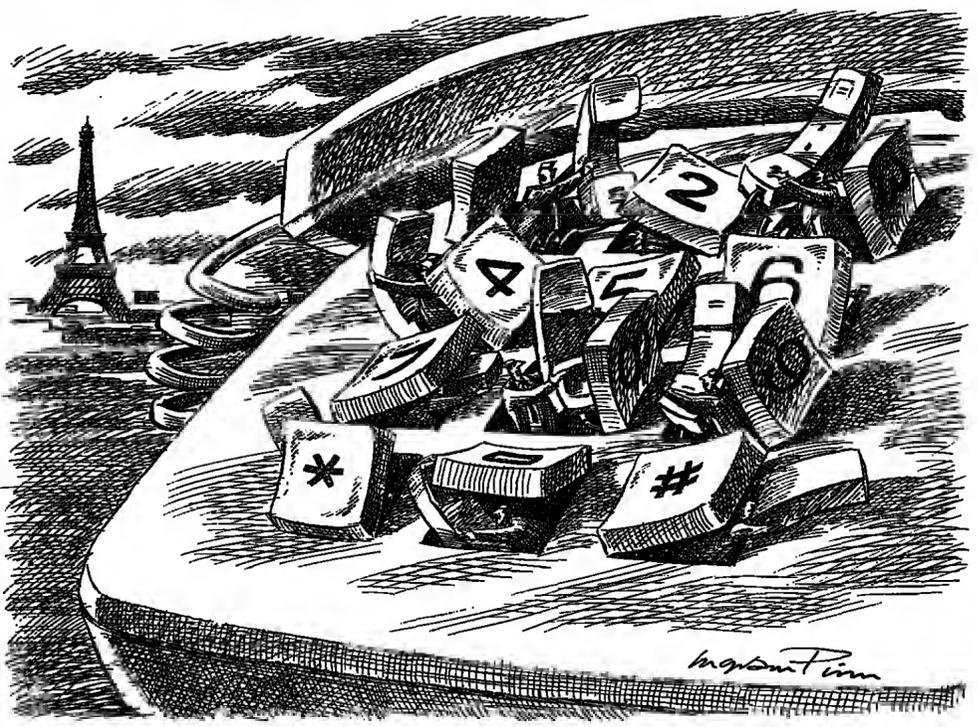


The aftermath: UN soldiers amid the destruction in Sarajevo

COMMENT & ANALYSIS

# The French connection

## France's telephone number change is part of an ambitious plan to create a more competitive telecoms market, says David Owen



**A**t 11pm French time, France's telephone numbers are set to change for the second time in 11 years. If all goes smoothly, the instantaneous switchover will be the climax of an impressive technical operation which should ensure the country has enough numbers to go around until about 2050.

It may also turn out to be one of the most important steps so far to prepare for liberalisation of the FF117bn (£14bn) French telecoms market, due to take effect in common with the rest of Europe - on January 1, 1998.

Some observers think the soon-to-be-unveiled French reforms may even result in France, not known for being at the forefront of liberalisation in any market, ending up with more effective competition in telecoms than most other large countries.

Mr Bruno Lasserre, the telecoms regulator, sees the new 10-digit system as the first step in opening up the market for long-distance calls when France Télécom, the world's fourth biggest telecoms operator, loses its monopoly in 1998. He plans to use the new system to allow users to choose between operators on a call-by-call basis, so they can take advantage of the lowest prices without dialling extra numbers.

Mr Lasserre, France's telecoms regulator for more than seven years, is one of the leading candidates for chairmanship of the new independent regulatory authority due to start operations next year. The system devised under his guidance allows the consumer's choice of long-distance operator to be determined by the first digit in the new numbers to be introduced today.

If the first digit dialled were 0, the call would be routed via the user's regular operator. Seven of the remaining nine possible first digits would be reserved for other long-distance operators the consumer might wish to use. (The other two first digits are needed for the emergency services and online services such as Minitel.)

"Single digit operator selection is very unusual," says Mr Andrew Entwistle, principal consultant at Analysys, a UK consultancy which advises governments on telecoms policy. If the French adopted such a system, it would be "a major signal of the government's intention to open up the French market very quickly".

Mr Lasserre says it will not be technically feasible to implement such a system in its entirety until 1999, however. From the first day of full competition until the necessary software modifications are completed, therefore, France Télécom will probably be the long-distance operator selected by dialling 0 for the first number.

That would still leave consumers able to access alternative operators on a call-by-call basis without having to dial extra digits - as they do in the UK. In the US, consumers can nominate only one long-distance operator which they must use for all calls.

It has yet to be officially confirmed that the system outlined by Mr Lasserre is the one the French will choose, though he says it is "as good as decided". An announcement is expected before the end of the month.

But if it goes ahead, it will provide France with a system that should be more encouraging to new long-distance operators because it will be so easy for consumers to use them. This is essential for "the development of fair competition - in other words, of a real choice for the consumer", according to Mr Jean-Marie Messier, chairman of Compagnie Générale des Eaux.

The diversified French utilities group is aiming to be France Télécom's main domestic rival, in partnership with British Telecommunications, Mannesmann of Germany and others. Other prospective market entrants include the recently unveiled joint venture between Bouygues, the French construction group, and Siet of Italy.

Both Générale des Eaux and Bouygues are already well entrenched in France's fast-growing but relatively late developing mobile telephone market which, in common with most other countries, is already open to competition. In Mr Messier's view, mobile telephony will account for virtually all growth in the French telecoms market in value terms in years to come.

There is general agreement that it is in the long-distance market that the keenest competition to France Télécom will emerge initially after liberalisation. This is partly because, under the present system, revenues from long-distance calls are used, in effect, to subsidise local rental charges, which France Télécom says are the lowest in Europe.

This year's Telecommunications Act provides for this "dis-equilibrium" to be rebalanced at

latest by December 31, 2000. Until it is, there is an obvious opportunity for new operators to undercut France Télécom on long-distance charges.

This window of opportunity may not be as extended as some think, however. Mr Michel Bon, France Télécom chairman, says he wants this rebalancing process to be virtually completed by January 1998, in spite of the substantial increases in local charges it will entail for many clients.

In the market for local services, the main opportunity for new entrants appears to lie in providing high-quality networks for clusters of high-added-value - predominantly business - users in areas such as the futuristic La Défense commercial district on the western edge of Paris.

**S**uch mini-networks for closed user groups are already allowed. MFS Communications, a US-based telecoms company, announced the link-up of its first corporate client to a 20km optic fibre network in the Paris sewers in May. Mr Messier recently his company was aiming to have 19 such networks by 1998.

In the residential market, Mr Lasserre hopes that radio links could help comparatively early development of effective competition. This would give operators access to the homes of telephone users without the need to construct costly wire or fibre-optic networks.

But the regulator acknowledges that the long-distance and international markets are where "the most immediate opportuni-

ties lie". Générale des Eaux's Mr Messier has made clear he intends to be "selective" in his approach to the residential local market: his medium-term market share target is just 10 per cent for local calls, as against 30 per cent for long-distance and 40 per cent for mobile calls.

The biggest obstacle to selling local services to individual users for new market entrants is the level of the charges France Télécom makes for connecting competitors' fragmented networks into its national network.

The level of these fees - which often account for a large proportion of operators' costs - will not be known for some months. In the view of Mr Bon, they should be fixed at a level that is "very slightly less" than what it would cost rival operators to provide the service themselves.

Générale des Eaux's Mr Messier argues that charges, mainly for linking calls made on France's three mobile networks into the local loop, are "abnormally high". They could have the effect of preserving an "effective monopoly" for France Télécom on local calls if they are not reduced. Mr Lasserre acknowledges, "everyone is negotiating in the dark".

Even if these issues can be resolved, France Télécom is well-prepared to fight off competition, after several years of heavy investment. Its network is fully converted to state-of-the-art digital technology and it is lean enough to "score well" on efficiency measures such as lines per employee, according to BZW, the investment arm of Barclays Bank.

And for all Mr Lasserre's good

intentions, there is still widespread scepticism that the government will allow the regulator to be too tough on France Télécom. As BZW said in the summer: "Initial expectations are that the environment will not be aggressively geared against the existing telephone operator."

These expectations stem partly from the fact that the government has plans to sell up to 49 per cent of the shares in France Télécom. A stake of about 30 per cent is expected to be floated in April, which bankers estimate could raise between FF20bn and FF40bn, according to how stiff the competitive environment is.

Mr Lasserre admits it would be "naïve" not to recognise the government's potential conflict of interest over France Télécom. But he argues the new regulatory authority is guaranteed independence under the law passed in the summer.

"The government cannot give [the new body] any instructions," he says. "If it disagrees, all it can do is go to the courts."

In addition, all five members of the new body will be named for "irrevocable, non-renewable six-year terms. They have no need to try to please."

But while Mr Lasserre is personally committed to introducing a greater degree of competition in France's telecoms than that in the US or the UK the toughest decisions have yet to be taken. Confirmation that the framework for choosing long-distance operators will indeed be along the lines Mr Lasserre described would augur well for future challenges.

Additional reporting by Alan Cane.

# FINANCIAL TIMES

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Friday October 18 1996

## The battle for Russia

The western world had followed the latest twists in the battle for influence in the Kremlin with bewilderment and alarm. Far from the transparent, accountable democracy which optimists hoped to see after the collapse of communism, the new round of fighting is reminiscent of Soviet or tsarist power struggles at their most ruthless.

In a way, Russia's foreign friends have only themselves to blame. Because of the overwhelming imperative to keep the communist opposition out of power, western politicians have repeatedly swallowed any doubts they had about the concentration of vast authority in the hands of one individual. They supported President Boris Yeltsin unconditionally during the armed clashes of October 1995; they backed the constitution whose approval he secured in the wake of that triumph; and they did everything to secure his re-election this year.

But the disadvantages of such a concentration of power, and the flaws in the Russian political system, have become painfully obvious since Mr Yeltsin's re-election. There is no properly functioning system to fill the gap left by his illness.

The constitution makes clear that power should pass, in the event of Mr Yeltsin's death or permanent incapacity, to Mr Victor Chernomyrdin, the prime minister. But no procedure is laid down for determining at what point the head of state

must hand over the reins. Worse still, there is ambiguity about who precisely controls the armed forces. In a situation where the heads of those forces are at loggerheads, that is something more serious than a final point of constitutional law.

Few people believe that yesterday's dismissal of Mr Alexander Lebed, the forthright security chief, marks the end of the story. Although he faces bitter opposition from the interior ministry, Mr Lebed probably retains the sympathy of important parts of the regular army.

General Igor Rodionov, the defence minister who has won respect as a serious military reformer, is close to Mr Lebed. Among professional military officers and far beyond, both men enjoy the moral authority that comes from willingness to say out loud the unpleasant truths - in particular about the dreadful condition of the army - that other public figures prefer to cover up.

Divided security forces in a country whose cohesion is also under threat from other factors - from nationalism in the northern Caucasus to the ambitions of many regional bosses - amount to a highly dangerous state of affairs. There is very little the west can do, apart from offer assurances that whatever the problems, self-inflicted and otherwise, that are now afflicting the Kremlin, it will not take cynical advantage of Russia's resulting weakness.

## Wake up Japan

The Japanese public seems bored and bemused by this Sunday's general election. So the rest of the world cannot be blamed for feeling the same. However, both may be wrong.

On the surface, three years of political turmoil, accompanied by painfully slow economic recovery and a series of traumatic disasters, have brought Japanese politics back to square one. The Liberal Democratic party, which ruled unchallenged for nearly 40 years before 1993, is back in power and may even regain its overall majority. Even failing that, it will probably be able to form the next government with more congenial coalition partners than the socialists whom it has had to work with since clawing its way back to office in 1994.

Yet important things have changed. The LDP's defeat in 1993 proved for the first time that Japan is a real democracy, in which no party can take power for granted. Indeed, this weekend's result is by no means a foregone conclusion.

The new electoral system will make a difference, even if many voters have not yet understood it. Under the old system one well-organised party could sweep the board by putting up candidates who appealed to different local or sectoral interests and dividing its supporters evenly among them; and agricultural producers were grossly

over-represented at the expense of urban consumers. The new system addresses both those anomalies. It should help smaller parties and those which take on producer lobbies by advocating deregulation and administrative reform.

In other words, it should be good for the LDP's main opponents: the New Frontier party and the newly formed Democratic party. That the NFP is not riding higher in the polls reflects public disappointment at its failure to provide clear leadership when in power in 1993-94, and public distrust of its leader, Mr Ichiro Ozawa, still seen as more of a fixer than a statesman. It is also a tribute to the success of the incumbent prime minister, Mr Ryutaro Hashimoto, in breaking with the complacent traditions of his predecessor and breathing new vigour into the LDP.

Mr Hashimoto, though hardly rabid by European standards, is more overtly nationalistic than previous postwar Japanese leaders. That could lead to tensions as Japan gropes for the right reaction to an increasingly powerful and assertive, yet still resentful and suspicious, China.

A further period in opposition for the LDP, though unlikely, would on the whole be welcome. Failing that, it must at least be hoped the opposition does well enough to prevent the LDP relapsing into total inertia.

## Price stability

"Price stability good" is hardly an exciting headline. But, as Mr Marya King, the Bank of England's chief economist, said in yesterday's Economic and Social Research Council lecture, excitement is not what central banking should be about. The failure of UK monetary policy is that it has not been nearly boring enough.

Until the end of the second world war British subjects could expect prices at the end of their lives to be the same as when they were born. Since 1945 the price level has risen more than 20-fold. How could such a complete betrayal of trust have happened? Part of the reason is that economists believed that inflation was the price of full employment - an extraordinary idea, resting on the hope that people are invincibly stupid.

In fact, inflation is harmful: high inflation tends to be more variable than low inflation, for example. The resulting uncertainty imposes large risk premia on long-term interest rates, impairs the price mechanism and increases the volatility of output and employment. Still more dangerously, inflation penalises the thrifty and ruins those who trust the state.

It has been essential to make long-run price stability credible. But the effort has not yet been successful, as is demonstrated in the market for British government long-term debt. There

remains a sizeable inflation-risk premium which raises the price of achieving the target.

On current trends, the government will fail to deliver on its target for inflation of 2% per cent or less by the end of this parliament. When Mr Eddia George, governor of the Bank, asked for higher interest rates in May 1995, everyone concluded shortly thereafter that he was wrong. In fact, he was almost certainly right. That virtually nobody wants to say this shows why UK monetary policy remains unconvincing.

Because policymakers are suspected of wanting to play fast and loose at election time, counter-cyclical policy is counter-productive. As Mr King asserts, "it is precisely the absence of a credible commitment to price stability which has meant that, over the past 20 years, any accommodation of an upward shock to inflation has raised inflation expectations and increased the output cost of meeting low inflation in the long run."

The counter-cyclical fine-tuning recommended by so many commentators will work only if long-term price stability is also credible. Otherwise it will raise inflation expectations, thereby either increasing inflation or creating a still larger loss in output. For government to fool people is not just wrong. Ultimately, it will fail as well.

# OBSERVER

## Music stops for Androsch

■ One game, at least, is up for Hannes Androsch. A good 16 years since he was first accused of tax evasion, the 59-year-old former Austrian minister has been ordered to pay a fine of Sch1.5m by the supreme administrative court. He has finally run out of bodies to which to appeal.

Androsch was finance minister between 1970 and 1980, and the boyish-looking politician was often tipped as a future chancellor. As has now emerged, he was also operating a tax consultancy business, using his inside knowledge to trick his own ministry's officials. When he purchased a house in a posh district of Vienna, he told the authorities that the money came from an old family friend. Unfortunately, the supposed benefactor barely had two shillings to rub together.

He had to resign, but that didn't stop him securing the chairmanship of Creditanstalt, then the country's largest bank. The new finance minister made the file a top priority. But each time Androsch was convicted, he lodged another appeal.

As it happens, his monetary counsel coincides with a period of distinct buoyancy in his political stock. In recent years,

## Peak condition

■ Private islands are mostly out of favour with rich Greeks these days. With their father deep in litigation with the trustees of her fortune, Adina Onassis, 11, is not likely to visit Scipios, her grandfather's hideaway, for a while. And since Stavros Niarchos died, there has been little activity at Spetsopoula off the Peloponnese. So why is the Latsis shipping group interested in Kyra-Panagia and Skantzoura, two small islands in the Sporades in the central Aegean?

It could of course be no more than a business deal. Both islands belong to Meghri Lavra, a monastery on Mount Athos, Greece's autonomous religious republic whose monks have a shrewd eye for profit. One island has substantial deposits of marble. The other could become a luxury resort for well-heeled environmentalists - the islands are home to rare monk seals.

But locals suspect the Latsis

## Who's counting?

■ No one disputes that Helmut Kohl is about to surpass Konrad Adenauer as Germany's longest serving chancellor. But there is a minor disagreement as to when the great man will enter the history books.

Everyone had assumed the big day to be October 31. That will be Kohl's 5,145th day in office since displacing Helmut Schmidt through a vote of no-confidence in the Bundestag. It is one day longer than Adenauer's 14 years and 31 days from his election on September 15 1949 to his resignation on October 15 1963.

DPA, the German news agency, meanwhile yesterday named October 30 as the all-important date, on the grounds that the constitution says a person only becomes chancellor on receiving the formal deed of office from the

## Heavy seller

■ For the fourth week in a row, unemployed barman Gerry Adams finds himself astride the top of Ireland's list of best-selling books.

Copies of Before the Dawn, the folksy account of his early years as a republican leader, are still walking out of the bookshops, despite prime minister John Bruton's claims that the IRA is a fascist organisation employing Nazi-type tactics. The government film censor has even issued a special certificate allowing schoolchildren to watch the violent new epic on the life of Michael Collins, founder of the IRA, a film which heavily fictionalises the bloody events surrounding Irish independence.

## 50 years ago

America And Inflation President Truman's decision to accelerate the removal of existing controls on prices and wages may well prove to be one of the most important economic developments in the post-war period. The fear which springs immediately to the mind is that the decision destroys the last remaining obstacles to an inflationary boom of serious proportions, culminating ultimately and inevitably in a severe depression whose repercussions would be felt throughout the world.

Lower Diamond Prices The news that diamond prices have fallen in the United States should not come as a surprise. Prices had been rising there almost uninterruptedly since the beginning of the war, and the American demand has been partly on account of hoarders. Prices of cut goods have always closely followed the trend of Wall Street. The easier tone now is ascribed to large imports and an increasing flow of capital into durable consumer goods, but the Wall Street fall may have played a part. The capacity of the market has obviously been temporarily over-estimated.

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# FINANCIAL TIMES

Friday October 18 1996

"True creativity blooms when we dare to reject 'common sense' and traditionally accepted scientific knowledge."  
NAZUO HAMANO, founder of Fyocsa  
**KLEINER**

## Emerging markets survey warns of corruption pitfalls

### Russia 'riskiest' for investors

By Richard Lapper, Capital Markets Editor, in London

Political uncertainty, widespread crime, extortion, and a thriving black economy make Russia the riskiest of popular emerging markets in which to do business, according to a survey published yesterday.

The survey, by Merchant International Group (MIG), a London-based corporate intelligence and research consultancy, measures business perceptions of corruption, bureaucratic delays and other factors and combines this with more conventional political risk analysis.

Based on responses from more than 2,600 US and UK companies, it ranks emerging markets where foreign investors are already active. Venezuela, Mexico, Pakistan and Brazil are rated as the second, third, fourth and fifth riskiest markets.

When the survey was last conducted two years ago Nigeria was rated most risky. It has since become less popular among investors and was excluded from this year's survey.

Mr Stuart Poole-Robb, chief executive of MIG, said: "If companies carry out country risk analysis just using traditional credit agency ratings or macro-economic and political risks, they will get a total distortion of the real risks they will encounter when operating overseas."

As well as bureaucracy and corruption, the survey identifies "grey area dynamics", which include practices like counterfeiting and unfair competition by state-owned or

other local companies. These can frequently have a much bigger impact on companies operating overseas than macro-economic and political risks.

"A country like Indonesia (which came seventh in the survey as a whole) has an increasingly respectable credit standing and has started to score well on most quantitative studies... Our research discovered, however, that it has a higher level of corruption and bureaucratic delay than any other country in the survey," Mr Poole-Robb said.

Russia, however, has the worst risk weighting because of its political situation, yet is only fourth most risky in terms of bureaucratic delays and corruption.

China is rated the second most risky country from the point of view of bureaucratic

delays and corruption, while Pakistan is rated third on this score.

Mr Poole-Robb said many of the companies surveyed had "piled into the emerging markets where they had no experience, no local contacts and little understanding of the risks to which they were exposing their businesses. We were amazed at the levels of ignorance, naivety and arrogance we saw in the companies in our survey."

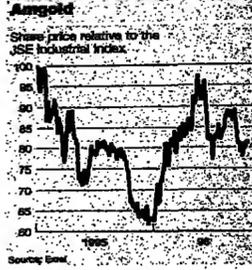
He said that the political risk analysis provided by banks was sometimes "subjective", because it was based on the exposure a bank might have in a market.

The companies surveyed have a minimum turnover of around \$155m each and were targeted because they operated in highly volatile overseas markets.

## THE LEX COLUMN

### Bear-baiting

FTSE Eurotrack 200: 1829.7 (+7.6)



If circumstances were different, the sacking of Mr Alexander Lebed might have been seen as good news. After all, it reinforces the position of the Kremlin's grey men - Mr Victor Chernomyrdin and Mr Anatoly Chubais - whose macro-economic caution is music to investors' ears. What complicates the picture is the fragile state of President Boris Yeltsin's health; this makes a serious threat to the current regime easier to imagine than, say, nine months ago. This is certainly an awkward moment to risk turning Mr Lebed into a martyr.

But everything depends on his reaction. If Mr Lebed settles down to vociferous but peaceful opposition, his exit will have made little difference. Investors' big worry - that Mr Yeltsin may die under the knife or, arguably worse, cling on obviously incapacitated - would be little changed. It is only if Mr Lebed shows real signs of working outside the democratic system that panic would be justified. And even then, for all the excitement of private armies, the Russian state machine remains quite a nut for even a military hero to crack.

The snag is that this is unlikely to be clear for some time. Meanwhile, the news is a powerful reminder of the risks of investing in Russia; its bond and equity markets will probably continue to suffer. For Gazprom in particular, whose already ambitious share offering is under way, Mr Lebed's ejection is dreadfully timed.

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with each other as much as with rival models. But at least GM's international operations are performing well. By contrast, Ford's European business is in such a mess that Mr Alex Trotman, its chairman, is personally overseeing its restructuring. Despite their differing fortunes, the big three have underperformed the US market over the past two years and all are lowly valued at less than three times enterprise value to this year's forecast operating cashflow. That reflects the pedestrian growth expected from world car markets next year, but seems unduly unfair on Chrysler.

#### Anglo American

What's in a name? Anglo American, the world's largest gold producer, has renamed its gold division Anglogold. Cynics might dismiss this as a cosmetic exercise. But this would be wrong. The management restructuring which accompanied the name change represents a serious attempt to drag the group's gold operations into the present. On the production side, more authority is being devolved to the mines, with much greater emphasis on the profitability of individual shafts. The dead hand of the centre, the distinctive feature of the South African mining industry, is slowly being prised away.

The group is also on a charm offensive. Traditionally investor relations and marketing have been treated as a necessary evil, a far cry from more aggressive US gold producers like American Barrick. But the huge sums necessary to develop expensive new deep-level mines have helped focus attention on how

#### US carmakers

All three of Detroit's big car manufacturers revealed healthy-looking third-quarter results this week. In reality, the honours were unevenly divided. Chrysler is still top of the class. Its strength in jeeps and pick-up trucks, the fastest-growing segment of the US market, is helping it gain market share. That has allowed it to reduce rebates to around \$600 per vehicle, whereas Ford had to raise its own by a third to \$1,100 over the summer to keep up the sales momentum of its new models. That has widened further the gap between Chrysler's net margins, which are now nearly 6 per cent, and those of General Motors and Ford at around 2 per cent each.

For investors, there is currently little to choose between those two. GM is losing share fastest in the US, mainly because its unusually large number of brands compete

### Lebed is dismissed by Yeltsin

Continued from Page 1

the centre of a series of embarrassing battles within the government. On Wednesday General Anatoly Kulikov, the minister of the interior, accused the security chief of planning a coup. The charges were covered on Russia's television stations, including the channel owned by Mr Borozovsky.

The clash between Mr Lebed and Mr Kulikov took a twist yesterday, when Mr Lebed's staff captured four policemen who Mr Lebed claimed had been sent by the ministry of the interior to spy on him.

The ministry denied it, saying that Mr Lebed had seized four officers involved in an anti-terrorism operation.

Philip Coggan adds: Shares in Moscow fell in response to the news of Mr Lebed's sacking, with the Moscow Times Index dropping by 3 per cent in response to the uncertainty created by the move.

### Setback for EU as plug is pulled on a current project

By Emma Tucker in Brussels

In Belgium, they have two prongs and a hole; in France two prongs, no hole; in the UK three rectangular prongs and a fuse; and in Switzerland three round prongs. And that is how electric plugs will remain.

Cenelec, the European body which sets electrical standards, has finally pulled the plug on the Euro-plug, after more than five years of wrangling over the merits and design of a harmonised system.

"Establishing a European single currency appears to be easier than establishing a European single plug," said Mr Nick Glover of the British Radio and Electrical Equipment Manufacturers Association. It was "pitiful" that the best "plug and socket brains" in Europe were unable to agree a design for a Euro-plug, he added.

European business travellers will still have to pack a little

sack of adaptors while makers of electrical goods will have to modify their products for different markets.

Abandonment of the proposals marks a setback for the single market. For the European Commission a harmonised plug was of symbolic importance.

Commercial, safety and technical objections - raised most vociferously by Germany and Britain - appear to have scuppered a deal between Cenelec's 18 members, which together account for 20 different plug and socket systems.

Yesterday Cenelec refused to reveal which countries had voted against the proposals, saying only that "various technical reasons" had proved unacceptable to a number of national committees.

Some industry sources suggested, however, that plug and socket producers preferred not to open their national markets to greater competition from a harmonised pan-

European plug. The news frustrated makers of electrical goods who would like to be able to put the same moulded plug onto virtually every appliance they sell in Europe.

"You have the absurd situation that an expensive piece of electrical equipment can meet the necessary European standards in all ways except for the cheap little plug," said Mr Glover.

Advocates of a harmonised system say the current situation carries costs for the consumer. "You and I pay a lot more for appliances because it costs manufacturers to fit different plugs," said Mr Simon Hossack, a campaigner for a harmonised system.

Plug and socket manufacturers believe there is little point in continuing efforts to standardise. But many in favour of a harmonised plug and socket system will urge the European Commission to continue the fight for a single European plug.

### Deutsche Telekom oversubscribed

Continued from Page 1

between 1 and 5 per cent. It will also announce just how many people subscribed to the preferential treatment scheme.

Later next week Mr Ron Sommer, the chief executive, and Mr Joachim Kröske, finance director, will begin a series of roadshows market the issue to institutional investors worldwide.

Deutsche Telekom and the three banks coordinating the issue - Deutsche Bank, Dresdner Bank and Goldman Sachs, the US investment bank - are examining how they can satisfy the unexpected surge in

retail demand without disappointing institutional investors - many of whom have to buy the stock because it will make up about 4.5 per cent of the German DAX share index.

Any scaling back of the share allocation to individual investors would be a considerable embarrassment to Deutsche Telekom.

"We have to make sure that, with the whole euphoria we have produced here in Germany, we do not now disappoint people," said one executive close to the issue. "We have to ensure that we find a sensible mix."

The strong demand from

individual investors also has undermined the German government's reluctance to privatise its share holdings, which it believed would be difficult to sell to Germans who traditionally have regarded them as too risky.

The precise allocation between retail and institutional investors will be decided on November 16 or 17, a day or two before the listing of Deutsche Telekom's shares on stock exchanges around the world.

Publication has been brought forward because the prospectus will be released in the US on Monday.

### Takeover approved

Continued from Page 1

son's TV brands from five to two.

Daewoo Electronics said the Thomson acquisition was central to its plans to invest \$2.6bn in Europe over the next five years, with France accounting for \$1.5bn.

The addition of Thomson has boosted Daewoo's share of global TV production to 15 per cent, making it the largest in the world.

Shares in Daewoo Electronics rose by won 420 to close at won 7,420 yesterday.

**FT WEATHER GUIDE**

**Europe today**  
Western Europe will be dominated by cloud and rain. Germany and the Benelux will have a sunny start but cloud will increase from the west during the morning. Thickening cloud will produce rain in the afternoon. Northern Italy will clear as the low that caused the severe weather of the last few days moves towards Romania. Southern Italy will still have thunder showers. Low pressure will also produce thunder showers in Greece, especially over the northern Aegean. Scandinavia will be cloudy with rain which may turn to sleet in central regions.

**Five-day forecast**  
North-westerly flow will cause cool air to spread over most of Europe. Frequent showers will occur in the cool air mass. The western Mediterranean will remain sunny while eastern parts will have showers and thunder storms.

Station at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

| Maximum   | Minimum | Forecast | Maximum      | Minimum | Forecast | Maximum    | Minimum | Forecast | Maximum    | Minimum | Forecast    |
|-----------|---------|----------|--------------|---------|----------|------------|---------|----------|------------|---------|-------------|
| Abu Dhabi | sun 35  | fair     | Beijing      | sun 17  | showers  | Caracas    | sun 31  | fair     | Faro       | sun 24  | cloudy      |
| Accra     | sun 31  | fair     | Berlin       | sun 17  | cloudy   | Cairo      | sun 22  | fair     | Frankfurt  | sun 13  | rain        |
| Algiers   | sun 25  | fair     | Bombay       | sun 23  | sun      | Casablanca | sun 22  | fair     | Geneva     | sun 13  | rain        |
| Amsterdam | sun 13  | rain     | Buenos Aires | sun 27  | sun      | Chicago    | sun 22  | cloudy   | Gibraltar  | sun 23  | Manchester  |
| Athens    | sun 23  | sun      | Bogota       | sun 19  | fair     | Cologne    | sun 31  | rain     | Glazgow    | sun 13  | rain        |
| Atlanta   | sun 14  | thund    | Bombay       | sun 23  | sun      | Dakar      | sun 31  | sun      | Hamburg    | sun 12  | rain        |
| B. Aires  | sun 25  | sun      | Brussels     | sun 13  | rain     | Dallas     | sun 21  | sun      | Helsinki   | sun 8   | Mexico City |
| B. Ham    | sun 14  | showers  | Budapest     | sun 17  | sun      | Delhi      | sun 31  | sun      | Hong Kong  | sun 29  | Miami       |
| Bangkok   | sun 38  | showers  | Dublin       | sun 11  | sun      | Dubai      | sun 32  | sun      | Honolulu   | sun 32  | Montreal    |
| Batavia   | sun 22  | sun      | Edinburgh    | sun 17  | sun      | Durban     | sun 14  | showers  | Islamabad  | sun 22  | thund       |
| Batavia   | sun 22  | sun      | Edinburgh    | sun 17  | sun      | Dutrovnik  | sun 17  | showers  | Jakarta    | sun 32  | Moscow      |
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|           |         |          |              |         |          |            |         |          | Karachi    | sun 34  | Nairobi     |
|           |         |          |              |         |          |            |         |          | Kuwait     | sun 32  | Naples      |
|           |         |          |              |         |          |            |         |          | L. Angeles | sun 23  | Nicosia     |
|           |         |          |              |         |          |            |         |          | Las Palmas | sun 28  | New York    |
|           |         |          |              |         |          |            |         |          | Lima       | sun 18  | Nice        |
|           |         |          |              |         |          |            |         |          | Lisbon     | sun 23  | Nicosia     |
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|           |         |          |              |         |          |            |         |          | Luxembourg | sun 11  | Paris       |
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**TODAY'S TEMPERATURES**

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Additional Lex comment  
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FINANCIAL TIMES COMPANIES & MARKETS

Friday October 18 1996

WOLSELEY electronic component and equipment manufacturers

IN BRIEF

Anglogold dips 3% in quarter

The rising trend in the quarterly earnings of South African gold producers faltered as AngloGold, the gold-and-uranium division of Anglo American, reported a 3 per cent fall in after-tax profits to \$213.2m (\$65.5m). The decline reflected higher working costs at most mines, due in part to annual wage increases of 9-10 per cent. Page 20; Lex, Page 18

Colgate rises to \$155.6m

Colgate-Palmolive, the US toothpaste and soap company, ended a string of profit falls by reporting net profits of \$155.6m, or \$1.05 a share, after preferred dividends in the third quarter. The figure represented an increase of 37 per cent from the \$113.6m profit in the same period last year, or 78 cents a share, before a restructuring charge. Page 18

Spain to inject \$50m into Latinvest

Banko Bilbao de Vizcaya, Spain's second-largest bank, is to inject \$50m of capital into Latinvest, the Latin American brokerage house, after completing the acquisition next week, and will provide several hundred million dollars in credit lines to allow it to expand its presence in bond markets. Page 18

Ontario plans water agency sell-off

The Canadian province of Ontario has unveiled plans to privatise the Ontario Clean Water Agency, which claims to be North America's biggest operator of water and sewage treatment systems. Page 18

Finland's UPM-Kymmene earnings slide

Finland's UPM-Kymmene, Europe's biggest forestry sector company, announced a 43 per cent drop in pre-tax profits in the first eight months of the year, from FM4.6bn to FM2.6bn. At Metsa-Selka, UPM's domestic rival, pre-tax profits slid from FM1.8bn to FM336m. Page 20

Exceptionals leave Albert Fisher in red

Goodwill write-backs at Albert Fisher, the UK fresh food supplier that last week announced the £73.5m (\$114.7m) disposal of its North American distribution business, helped push the group £110.9m into the red in the year to August. Profits last time were £21.1m. Page 22

Strong third quarter at SGS-Thomson

By David Owen in Paris

Shares in SGS-Thomson Microelectronics rose nearly 10 per cent in Paris yesterday as the Franco-Italian semiconductor manufacturer unveiled third-quarter results indicating it was continuing to perform well in spite of difficult conditions in the semiconductor market.

The company, the world's 12th largest chip manufacturer, reported that net earnings for the three months to September 28 increased 2.6 per cent from \$129m to \$132.4m.

Franco-Italian group bucks downward semiconductor trend

This took the total for the first nine months to \$483.5m - a 35 per cent improvement on the \$358.5m achieved in the nine months to September 30 1995.

Mr Pasquale Pistritto, president and chief executive officer, claimed the results "set us apart from the industry average during this difficult market environment".

He said differentiated products dedicated to a particular customer or application continued to grow as a percentage

of revenues, reaching almost 60 per cent in the third quarter. While the company was experiencing "pricing pressures of varying degrees" throughout its product portfolio, it had been able to maintain "reasonable" gross margins.

Mr Pistritto said the group still had insufficient capacity to meet demand for certain products. Commercial output from a new semiconductor plant in Sicily is scheduled to begin early next year.

Net revenues for the third quarter advanced more than 7 per cent from \$922.6m to \$988.4m. Net earnings per share fell from \$1 to 95 cents.

Net revenues in the latest quarter included \$16.7m in licence fees. These, in turn, contributed \$13.4m to net earnings and 10 cents to earnings per share.

Third-quarter operating profits amounted to \$167.4m or 16.9 per cent of revenues. There was a sharp increase, from \$108.3m to \$134.5m, in research

and development expenses. Net interest expenses, by contrast, fell by more than half from \$6.7m to \$3.2m.

At September 28 the group said its total debt was \$596.6m, of which long-term debt amounted to \$172.1m. This represented 5.5 per cent of total equity.

The jump in the share price left the company's stock at FF296.50 - a gain of FF24.50 on the day. About five weeks ago, the shares rose more than 5 per cent in one day on

an announcement that the company had developed an anti-copying device for use in digital video disc players.

It emerged earlier this week that the 17.4 per cent stake in the group held by Thomson-CSF, the defence electronics business set to be acquired by the Lagardère conglomerate, is likely to be sold. It is widely assumed this stake will end up in the hands of one or both of the company's other large French shareholders: France Télécom and CEA-Industrie. World stocks, Page 38

Pearson names new chief from Economist

By Raymond Snoddy in London

Pearson, the UK media, information and entertainment group, yesterday announced big changes in its top management, including the appointment of Ms Marjorie Scardino, the current chief executive of The Economist magazine group, as chief executive.

Mrs Scardino, believed to be the first female chief executive of a FTSE 100 company, will take up the job at the end of the year when Mr Frank Barlow, the 66-year-old managing director of Pearson, which owns the Financial Times, retires.

Mr Dennis Stevenson, a Pearson non-executive director who is chairman of GFA, the aircraft leasing group, has been appointed deputy chairman. He will become chairman next May when Lord Blakenham, the present chairman, retires at the age of 59.

Mrs Scardino, 49, was not an obvious choice and her appointment surprised analysts.

The new team marks a break with the past. It will be the first time that members of the founding Cowdray family are not represented at the top of Pearson. The appointments also complete a generational change at Pearson, which recently appointed three other directors in their forties.

Ms Scardino was a reporter for the Associated Press news agency, a partner in a Savannah, Georgia, law firm and founded an award-winning US newspaper before becoming president of the North American operations of The Economist, which is 50 per cent owned by Pearson. She took over the running of the entire group in 1993.

She is married to a journalist, Mr Albert Scardino, and has three children. Mrs Scardino is a non-executive director of W.H. Smith, the UK retailer, and is on the board of ConAgra, the US food group.

It is believed a number of senior executives from large media groups were approached by Pearson during the recruitment process.

City analysts, who expected the appointment of a "heavy-hitter" from outside Pearson yesterday marked the company's shares down on the news. They closed 1 1/2% lower at 678p, although other media shares fell yesterday.

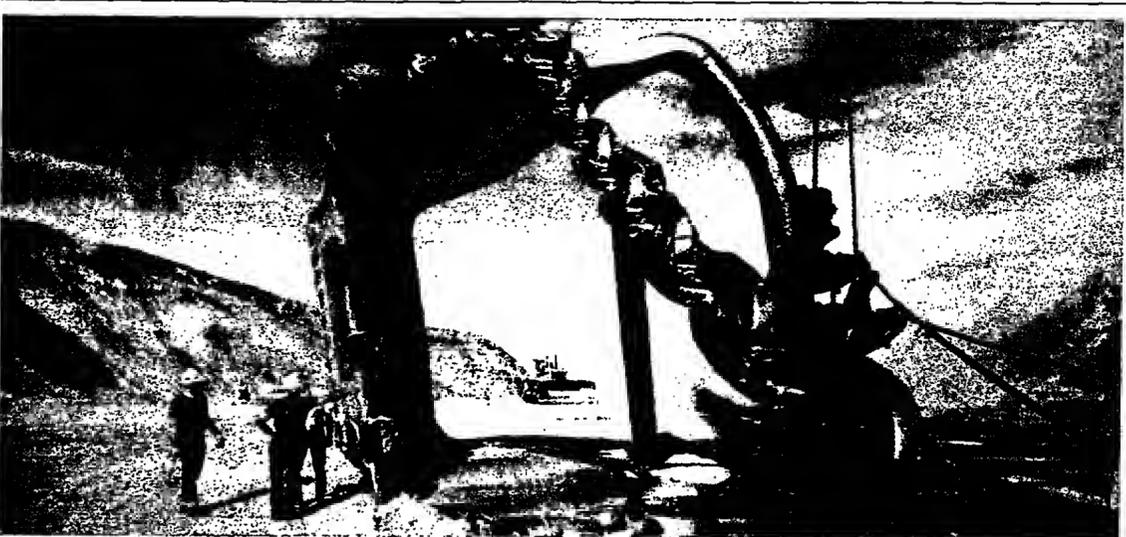
"She may be good. She may be extremely good but this will only be reflected in the share price retrospectively when she proves it," one media analyst said.

Mr Stevenson, 50, is a non-executive director of British Sky Broadcasting, J. Rothschild Assurance and Manpower. He has been chairman of the trustees of the Tate Gallery for most of the last decade.

Mr Stevenson last night paid tribute to both Lord Blakenham and Mr Barlow. He said that when Lord Blakenham was appointed chief executive of Pearson in December 1977 the company had a market capitalisation of \$138m, compared with the present figure of \$3.9bn.

Mr Stevenson said Mr Barlow had "turned the Financial Times organisation into a thriving economic success" and had played the key part in some of Pearson's most important developments - the involvement in BSKyB, its purchase of Recoletos, the Spanish newspaper group, and the move into television production.

The changing of the guard, Page 22



Digging deep: employees inspect a dragline bucket at RTZ-CRA's Antelope coal mine, where output is set to jump to 20m short tons by 1998

RTZ-CRA plans doubled US coal output

By Kenneth Gooding in Gillette, Wyoming and Jane Morrison in London

RTZ-CRA, the world's biggest mining group, plans a near-doubling of production from its US coal mines by 2005.

The Anglo-Australian group is moving to take advantage of US clean air laws which are expected to boost demand for its low-sulphur coal.

The company moved into US coal in 1993 with two acquisitions worth \$480m (\$748.8m). It is the fourth-largest producer in the US. This year output from its mines - mainly in the Powder River Basin on the

Montana-Wyoming border - will reach about 45.7m short tons, up from 43.7m in 1995.

Mr Greg Boyce, president of Kennebec Energy Company, the RTZ-CRA division responsible for US coal operations, said that by 2005 annual output would reach 85m tons.

The company says demand for its Powder River Basin coal is set to rise because it is low in sulphur. The second phase of the US's Clean Air Act, which comes into effect in 2000, sets new pollution limits. Many power stations will either have to introduce emission control equipment or use low-sulphur coal. Demand for

this fuel is predicted to grow at twice the 2 per cent annual rate for total US coal demand.

Analysts said yesterday that the RTZ-CRA move was part of a trend towards low-sulphur coal among US mining companies. But although easy to mine, the low energy levels of low-sulphur coal and its abundance had made it relatively low-margin.

Ms Louise Houge, analyst at SBC Warburg in the UK, said that while low-sulphur coal did not currently sell at a big premium to its high-sulphur counterpart, the gap would widen after 2000.

RTZ-CRA targeted this type

of coal when it moved into the US - even though the coal has less energy and attracts high transport costs because of the distance it must travel to reach customers.

The main increases in RTZ-CRA US coal output will come from the Antelope, Cordero and Spring Creek mines. It is planned that production at Cordero will go up from 14m tons a year to 30m.

At the Antelope mine new equipment will be introduced to take annual output from 12m tons to 20m in 1998 and eventually 30m. "It will become the lowest-cost producer in the Powder River

Basin," said Mr Boyce.

He said the Spring Creek mine was a special case because its coal had a high sodium content which created extra waste problems for many power stations. Output would rise from 9m to 20m tons.

Mr Boyce said Kennebec Energy was ready almost to double its present 1.8m tons of coal reserves by acquiring new ones next to its mines when this became necessary.

He believed the company could take advantage of further consolidation of the US coal business through acquisitions. Commodities, Page 28

AT&T credit card division slips into deficit

By Richard Waters and John Authers in New York

AT&T's credit card business, the third-largest in the US, stumbled into the red during the summer as personal bankruptcies across the nation mounted, the company reported yesterday.

News of AT&T's credit card problems came as the US telecommunications company reported an 11 per cent fall in overall profits during the third quarter of the year. The decline, stemming from competition for long-distance business, had been foreshadowed in an announcement three weeks ago.

The telephone company's credit card difficulties reflect the growing credit losses suffered by US card issuers this year, and the increasingly cut-throat competition that has eaten into one of the financial industry's most profitable businesses.

Yesterday's news also points to the problems that some US companies have had in trying to become financial services powerhouses from scratch.

AT&T's Universal Card, which was created in 1991, has come to symbolise the attack by industrial companies on a market traditionally dominated by banks. With 18.1m credit card accounts, it is now behind only Citicorp and Chase Manhattan in terms of size.

However, the company said yesterday that its Universal Card business had lost \$35m during the third quarter, compared with a profit of \$47m a year before.

The problems stem from a rise in the proportion of loans it has had to write off, to 6.15 per cent. This level is about one percentage point higher than the industry average.

The largest banks which issue credit cards announced results this week which suggested the problem of bad debts had peaked at levels which allowed them to sustain profitability.

At Citibank, the largest US card issuer, the proportion of loans written off rose slightly to 5.11 per cent, compared with 4.99 per cent in the previous quarter. It admitted that it had allowed down its effort to attract new customers.

Chase Manhattan, the second-largest issuer since its merger with Chemical, reported charge-offs of 4.95 per cent of average loans. Both banks said personal bankruptcies, which require loans to be written off immediately, had been the single greatest problem, accounting for 38 per cent of write-offs at Citibank.

Mr David Hunt, a former banker who was brought in two years ago to head the Universal Card business, resigned in September. AT&T maintained yesterday he had left for personal reasons. It also reiterated that it did not intend to sell its credit card business.

Mr Thomas Facciola, a credit card industry analyst at Salomon Brothers, said AT&T had cut back its marketing to reduce its risks. However, many card issuers continued to compete fiercely for new customers.

AT&T results, Page 18

Companies in this issue

Table listing companies and their share prices, including AT&T, Aber Resources, Acer, Albert Fisher, Alto Parana, Amag, American Airlines, Anglo American, Anglogold, Apple, Avener, BET, BMW, Banco Popular, Bank Austria, Bank of Montreal, Bank of Nova Scotia, Bankers Trust, Beazac, Bray Shipping, British Aerospace, British Airways, CIBC, CM Telecom Int'l, Cable and Wireless, Celulosa Arisco, Colgate-Palmolive, Daewoo, Dassault Aviation, DePta Finance, Deutsche Telekom, Eni, Eurofima, Falconbridge, Fiat, Ford, Granada, IRI.

Market Statistics

Table with market statistics including Foreign exchange, Gilts prices, London share service, Managed funds service, Money markets, New int'l bond issues, Sources, Recent issues, Short-term int'l rates, US interest rates, World Stock Markets.

Chief price changes yesterday

Table showing price changes for various commodities and currencies, including Soybeans, Oil, Gold, Silver, and various international currencies like the Japanese Yen, Hong Kong Dollar, etc.

New York & Toronto prices at 12.30

Vertical text on the far left edge of the page, partially cut off, mentioning 'OCTOBER 18 1996', 'DIGEST', 'may Saddam', and 'the Kurdistan Democratic'.

COMPANIES AND FINANCE: THE AMERICAS/ASIA-PACIFIC

# Ontario to privatise water agency

By Bernard Simon in Montreal

Ontario has unveiled plans to privatise the Ontario Clean Water Agency, which claims to be North America's biggest operator of water and sewage treatment systems.

Bidders are likely to include several foreign water companies, which have shown a keen interest in Canada over the past year as financially strapped local authorities turn to private

sector contractors to finance, manage and modernise their water and sewage facilities.

Lyonnaise des Eaux, the French water group, said yesterday that it would be interested in bidding for OCWA. Lyonnaise des Eaux set up an office in Toronto earlier this year.

Another possible contender is TAP, a consortium led by CH2MHILL, a Colorado-based engineering group, and Vancouver-based BC Gas. Another is Consumers Utilities, a joint venture

between the UK's North West Water and Consumers Gas, Ontario's biggest natural gas distributor. Consumers was chosen earlier this year to examine ways of averting a looming water shortage in York Region, a sprawling local authority north of Toronto.

OCWA, set up in 1993, manages water and sewage services for about 3m Ontario residents. It has annual contract revenues of about C\$125m (US\$92.6m). Profits have been about

C\$40m over the past two years.

Mr Norman Sterling, the province's environment and energy minister, gave no timetable for selling OCWA, but was reported as saying that "the sooner we act... the better off we will be".

Many Canadian municipalities have shown an interest in "public-private partnerships" with outside contractors.

But water-treatment companies have expressed frustra-

tion over the slow pace of the bidding process.

The only contract awarded so far in Ontario has been a 10-year deal between Hamilton, Canada's steel centre, and Philip Environmental, a local company.

Ontario's Progressive Conservative government, which took office in mid-1995, has pledged to turn many functions over to the private sector in an attempt to improve efficiency and to meet its goal of a balanced budget by 2001.

# Tenet in \$1.7bn hospitals purchase

By Lisa Bransten in New York

Consolidation in the US hospital sector continued yesterday as Tenet Healthcare, the country's second-largest hospital management company, agreed to buy OrNda Healthcorp for about \$1.7bn.

The merger is expected to be completed in the first quarter of next year pending the approval of state and federal regulators. It will create a company with revenues of \$6.5bn and 126 hospitals concentrated in southern and southwestern USA.

The new group, which will be a dominant healthcare provider in southern California, expects to save about \$70m in costs by 1998.

Hospitals are one of the most fragmented segments of the US healthcare sector. Some 85 per cent of the market is controlled by locally managed, not-for-profit hospitals. The private sector is dominated by Columbia/HCA Healthcare, which controls about 7 per cent of community hospitals with nearly 360 facilities and is expected to generate about \$20bn in revenues this year.

Columbia has also been among the most acquisitive of healthcare companies, purchasing four large hospitals and other healthcare providers between 1992 and 1995. In the first half of 1996 it acquired 25 hospitals and signed letters of intent to buy another 15.

Further consolidation is expected as hospitals across the country face the falling revenues and occupancy rates resulting from the growing importance of health maintenance organizations (HMOs).

HMOs have driven down healthcare spending in the US, mainly by encouraging outpatient care. Since 1990, hospital occupancy has fallen to about 50 per cent, forcing many smaller healthcare centres to join larger regional or national groups. Occupancy at Tenet is about 57 per cent.

Mr Doug Sherlock, president of Sherlock Company, a mergers advisory firm specialising in healthcare, says Tenet should gain from stronger negotiating power in southern California, where it controls a number of hospitals.

INTERNATIONAL NEWS DIGEST

# Aerospace group boasts 'great year'

McDonnell Douglas continued its run of record quarterly results at a slower pace in the three months to the end of September, with a 1.6 per cent rise in net income, which brought the cumulative advance for the year to almost 12 per cent. Profits up from \$192m to \$196m yielded earnings per share 5 cents higher year-on-year, at 90 cents.

Boasting of a "great year", the company said a 99-day strike at its main St Louis plants which ended in mid-September was unlikely to affect results significantly. The best performance of the quarter, during which operating profits rose 15 per cent to \$339m, came from the military aircraft business, where operating margins also topped 13 per cent. The commercial airliner business also improved, and operating income reached \$28m after a \$7m deficit last time and improved from \$26m to \$60m in the nine-month period.

Group revenues were unchanged at \$3.3bn, leaving the nine-months figure down 8 per cent at \$9.7bn. Earnings per share for the year to date rose 17 per cent, from \$2.28 to \$2.66.

Christopher Parkes, Los Angeles

# Bankers Trust beats forecasts

Bankers Trust yesterday announced stronger than expected third-quarter earnings per share of \$1.98, nearly 30 cents above the average of analysts' estimates. This was better than both second-quarter earnings per share of \$1.66 and the year-ago \$1.71, although market conditions were less favourable during the summer months. Net income of \$176m in the third quarter was up from \$151m in the second quarter.

Profits tumbled and many top staff left the bank after a 1994 law suit alleged mis-selling of derivative instruments to Procter & Gamble, prompting a spate of similar complaints. The F&G case was settled out of court in May.

Risk management reported net income of \$3m following a loss in the second quarter, owing to a \$23m trading loss on the sharp copper price fall.

The surprise came from a jump in net income from trading and sales to \$29m, from \$17m in the second quarter. The company attributed this to "strong results from arbitrage transactions," which are traditionally viewed by analysts as volatile earnings. This may explain why Bankers Trust's share price benefited little from the better-than-expected results, rising only 3/4 to \$33 3/4.

Tracy Corrigan, New York

# Celulosa in Argentine pulp buy

Chile's Celulosa Arauco y Constitución has agreed to buy Argentina's Alto Paraná pulp maker for a total of \$430m in cash and assumed debt. The deal will give Celulosa, controlled by Chile's Angelini group, a 94.64 per cent stake in Alto Paraná, Argentina's only pulp maker.

Chilean companies have made big investments in Argentina's electricity sector and, to a lesser extent, in its private pension funds and retail sector, but this marks the first important foray into Argentina's high-potential forestry industry. Argentine officials in the agriculture ministry believe the underdeveloped forestry sector will be a big growth area after the introduction of tax incentives to encourage tree planting. The incentives were based on those introduced more than a decade ago in Chile, which have stimulated a boom in that country's forestry industry.

Celulosa will pay \$287m in cash for Alto Paraná. Of this amount, \$58.8m will cover convertible bonds issued by the Argentine company, while the Chilean company will take on \$140m worth of debt. Celulosa said it would be taking out a five-year syndicated loan, also led by JP Morgan, to cover the operation.

Last year, Alto Paraná made net profits of \$29.7m on sales of \$160m, but announced in March of that year that it would be unable to service \$60m worth of 12 per cent notes that were about to fall due.

David Pilling, Buenos Aires

# Philadelphia SE chief quits

Mr Vincent Casella has resigned as chairman of the Philadelphia Stock Exchange, after an inquiry into his relationship with a technology company contracted to provide a new equity trading system for the exchange. Mr John Wallace, vice-chairman, becomes acting chairman.

Before his election as chairman, Mr Casella served on a committee involved in awarding the contract. It was given to Universal Trading Technologies Corporation, a subsidiary of Ashton Technology Group - a company in which Mr Casella had an existing investment.

The board also reaffirmed its commitment to the UTTC electronic trading system, due to start running on the exchange's equity floor in early 1997.

Tracy Corrigan, New York

# CM Telecom in market debut

Shares in CM Telecom International, a Hong Kong-based telecoms company, ended at a premium to the issue price after their trading debut on Singapore's stock market yesterday. The company, which listed in US dollars, bucked a recent trend of unsuccessful initial public offerings and closed at 33 cents - compared with its issue price of 32 cents - after 9.77m shares were traded. Institutional buyers bought the stock as long-term investments, analysts said.

James Eynge, Kuala Lumpur

# Reliance braced for fall

Reliance Industries, the Indian petrochemicals to textiles group, is expected today to post its first fall in net profits for more than 10 years. Analysts expect the company, controlled by the Ambani family, to report Rs44m-Rs5.5bn (\$112.1m-\$154.2m) from Rs6.33bn last year. Reliance's first-half performance was depressed by falls in product prices of up to 30 per cent, minimal volume growth after delays to production capacity expansions, higher raw material costs, and the imposition of a new 12.9 per cent minimum corporate tax. Earnings are expected to rebound in 1997-98 as new production capacities come on stream.

Tony Tassell, Bombay

# Market weakness hits Avenor

Slumping prices and shipments of newsprint and pulp hit Avenor's profits hard in the third quarter. Avenor, one of North America's biggest integrated forest products groups, posted third-quarter net profits of C\$1m, or two cents a share, down from \$90.1m, or \$1.34 a share a year earlier, on sales of \$560m against \$731m. The third quarter was slightly better than the second quarter because pulp prices fell slightly and manufacturing costs were pared. Avenor said newsprint inventories remained high, and prices were.

Robert Gibbens, Montreal

# China in Yn20bn bond issue

China will issue Yn20bn (\$2.4bn) of treasury bonds next month to complete funding for its budget deficit for 1996. Target for the year is Yn195.2bn. The bonds will carry a seven-year maturity with interest paid annually.

In July, China introduced 10-year bonds which were snapped up by institutional investors with strong demand in the secondary market. The 10-year bond rose 10 basis points in the first week of trading. In line with China's attempts to expand "open market" operations, the latest series of bonds will be auctioned to approved institutions. Yield will be set according to demand.

Securities analysts expect the latest bond issue to be well received, but doubt it will perform as strongly in the market as the July issue. Chinese investors were attracted to the 10-year bond because of expectations of further interest rate cuts this year.

Tony Walker and Sophie Roell, Beijing

# Colgate bounces back with \$156m

By Richard Tomkins in New York

Colgate-Palmolive, the US toothpaste and soap company, yesterday ended a string of profit downturns with a third-quarter net profit of \$155.6m after preferred dividends, or \$1.06 a share.

The figure was an increase of 37 per cent on the previous year's \$113.6m, or 78 cents a share, before a restructuring charge. After the charge, the result a year ago was a loss of \$255.6m.

However, the previous year's figures were hit by economic problems in Mexico, a big market for the company, and yesterday's result was a relatively modest advance on the \$145.5m posted in the third quarter of 1994.

In last year's third quarter Colgate-Palmolive announced it was cutting 3,000 jobs and closing nearly a quarter of its factories to reduce costs and revive flagging profits.

Yesterday Mr Reuben Mark, chairman and chief executive, said the resulting cut in overheads had been one cause of the latest profit increase, along with strong volume growth and an increase in gross margins of more than one percentage point. Revenues rose 5 per cent to \$2.2bn on the back of a 6 per cent increase in worldwide volumes.

Mr Mark said the company was encouraged by volume increases in its more mature markets of North America and Europe, where volumes rose 5 per cent and 4 per cent respectively. This out-paced market growth in both regions, he said, reflecting Colgate-Palmolive's flow of new products.

"With this momentum and our aggressive new products programme, Colgate is well positioned for a strong fourth quarter and 1997," Mr Mark said. The shares were up \$4 at \$29 3/4 in early New York trading.

Colgate-Palmolive has recently benefited in many world markets from the launch of a new toothpaste called Total, which is said to give long-lasting protection against the bacteria that cause gum disease and other dental problems. In the UK, the product has taken the company's market share to a record high.

# Profits slide 11% at AT&T

By Richard Waters in New York

Flagging growth in its consumer telephone business, together with higher marketing costs, contributed to an 11 per cent fall in after-tax profits at AT&T during the quarter to the end of September.

The US company's difficulties in its core long-distance business reflect a loss of market share to smaller rivals. Sprint, the country's third-largest long-distance company, earlier this week reported a 14 per cent increase in revenues from long-distance calling.

This slowdown registered

by AT&T pushed net income during the period down to \$1.36bn, on revenues which rose 2.4 per cent to \$13.2bn. Earnings per share fell 12 per cent, to 84 cents.

The figures, which do not include the results of discontinued operations such as NCR, were overshadowed in an earnings warning three weeks ago.

Underlying the results was a sluggish, 2 per cent advance in revenues in AT&T's core wireline services, to \$11.6bn. Calling volumes increased by 5 per cent from a year before, compared with the 21 per cent increase which had been reported by Sprint.

The biggest US long distance carrier launched a counter-attack last month with a flat-rate charge of 15 cents a minute for all calls. Mr Richard Miller, chief financial officer, said yesterday that early interest in the offer had been promising.

At the same time, the company's profit margin was hit by a 21.6 per cent jump in its selling, general and administrative costs from a year before. AT&T attributed the leap to higher marketing costs, as well as the development of new on-line and local telephone services.

Overall costs were 5 per cent higher, contributing to a 2.2 percentage point

decline in the company's operating profit margin, to 16.4 per cent.

AT&T recorded faster growth in some other parts of its business. Revenues from wireless telephone services increased nearly 18 per cent to \$922m, while revenues from its communications products and services business rose 39 per cent to \$388m.

NCR, the computer subsidiary which is due to be spun off by the end of this year, returned to profitability, at least at the operating level, during the third quarter, the company said. This is ahead of the deadline of the end of the year, it added.

# Return to black lifts Apple stock

By Louise Kehoe in San Francisco

Shares in Apple Computer were up almost 4 per cent in early trading yesterday following a surprise return to profit unveiled after Wall Street closed on Wednesday.

The personal computer group said its \$25m fourth-quarter profit - which came despite a 23 per cent drop in sales - signalled a turnaround.

The company, which has struggled with heavy losses over the past year, added that it expected to achieve sustained profitability at a gross margin of 20 per cent or above by the second quarter of 1997.

The question was no longer one of the company's survival, said Mr Gil Amelio, chairman and chief executive. "The challenge now would be "to extend our

competitive leadership in key markets and to reclaim the mantle of industry pioneer and innovator".

Wall Street had been expecting Apple to report losses of about 30 cents a share. Instead it reported profits of 20 cents a share, against 43 cents a year ago. The shares were up \$1 in early trading at 25 1/4.

Net income was lifted by a one-time \$28m pre-tax gain from adjustment of restructuring charges. It would otherwise have been 6 cents a share.

But revenues fell to \$2.3bn, a fall of \$682m from the fourth quarter a year ago. However, this was \$142m up on the third quarter, as a result of stronger US sales, said Mr Fred Anderson, chief financial officer.

Gross margins for the fourth quarter were 22 per cent, compared with 18.5 per



Gil Amelio: challenge is to extend leadership in key markets

cent in the June quarter and 20.7 per cent a year ago. Lower chip costs contributed about 2 percentage

points to the gross margin improvement. However, memory chip prices are now edging up.

# Japanese retailers turn in mixed results

By Gwen Robinson in Tokyo

Half-year results from Japanese retailers indicate a divergence in the fortunes of department stores and supermarkets due to a patchy recovery in consumer spending and the effects of the E-coli food poisoning scare in the summer.

Matsuzakaya department store reported its first increase in six years of half-year profits to August 31. Unconsolidated recurring profit soared 176.8 per cent to Y2.44bn (\$21.8m), while

net profit jumped 74 per cent to Y1.06bn. Sales rose 1.5 per cent to Y212.07bn. Matsuzakaya attributed the increase to brisk demand for clothing and small personal items, and to a 2.5 per cent reduction in sales and management costs. For the year to February, the company expects pre-tax profits to be 62.2 per cent up at Y5.5bn.

However, retailers in the mid to low-range bracket have fared less well. Ito-Yokado, a leading supermarket operator, yesterday reported a 4.9 per cent year-

on-year decline in unconsolidated recurring profit, to Y38.56bn for the first half. Total sales rose 1.4 per cent to Y773.53bn, due largely to the opening of three new outlets, but existing-store sales slipped about 2 per cent. Net profit fell 3.4 per cent to Y24.65bn, with an interim dividend unchanged at Y16 a share.

For the year, Ito-Yokado projects a recurring profit of Y80.5bn, up 5.1 per cent.

Meanwhile, Seven-Eleven Japan, the country's largest convenience store operator

and a subsidiary of the Ito-Yokado group, outperformed its parent. Unconsolidated recurring profit for the March-August first half rose 3.6 per cent from a year earlier, to Y55.39bn. Overall sales rose 9.5 per cent to Y123.52bn, largely because of the opening of a record 266 new stores and strong sales.

Net profit rose 4 per cent to Y29.55bn, or Y70.97 a share, down from Y75.09 a year earlier. Seven-Eleven Japan will leave its interim dividend unchanged at Y17.50 for an annual total of

Y35. For the full year, it expects pre-tax profits of Y104bn, up 6 per cent.

Another supermarket chain operator, Tokyu Store Chain, reported a 14.5 per cent rise in first-half unconsolidated recurring profit to Y2.61bn, resulting largely from strong sales at a new store in Kanagawa Prefecture, south of Tokyo, and marketing campaigns. Net profits rose 3.2 per cent to Y1.19bn on sales of Y146.15bn, up 7.8 per cent. The dividend was lifted to Y4.75 from Y4.5.

# Canadian banks seek safety in consolidation

Alliances and mergers may help the industry counter US competition, writes Bernard Simon

Canadian banks should be beaming. Profits have surged from one quarterly record to another, and banks have been among the strongest performers on the Toronto Stock Exchange this year. The banks have tightened their grip on the domestic financial services market by gobbling up securities firms and trust companies, and expanding into mutual funds and insurance.

Far from rejoicing, however, the chairmen of the big commercial banks are worried. Mr Matthew Barrett, Bank of Montreal chairman, echoed his colleagues when he warned recently that Canadian banks are failing to keep up with their foreign counterparts.

"The distinction between our home turf and foreign turf, between the domestic and international markets, is steadily being eroded," Mr Barrett said. He predicted that the new US "mega-banks" will sooner rather than later cast their eyes across the border.

Non-bank financial institutions, such as Fidelity Investments and GE Capital, already have a strong presence in Canada. "If Canadians wish to retain a sound, stable and predominantly

Canadian-owned banking industry, they have to accept that their big banks are going to become much larger," Mr Barrett added.

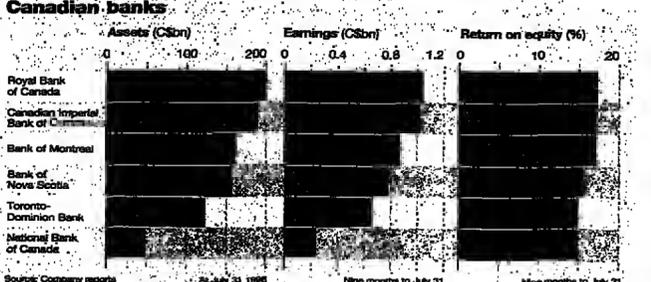
Canada's banks were for many years in the top rank of global banking. Royal Bank of Canada and Canadian Imperial Bank of Commerce, the two biggest measured by assets, were in the world's top 20 in the 1970s.

RBC, with assets of C\$200bn (US\$147.6bn), is now down in the 60s. The merger of Chase Manhattan and Chemical Bank in the US has created a group two and a half times its size.

Canadian banks were also envied for their stable retail deposits, strong capital base and solid asset quality. But Mr Michael Goldberg, analyst at James Capel Canada, says they no longer have much to boast about in comparison with US institutions.

Few doubt that mergers and acquisitions would enable the banks to achieve the substantial economies of scale and to cut costs by trimming their vast branch networks. The six banks between them have more than 7,000 branches with 175,000 employees.

However, Canadian banks have so far been isolated from the wave of mergers in



other parts of the world. The Bank Act bars any single shareholder from acquiring more than 10 per cent of a Schedule 1 chartered bank. No such curbs apply to foreign bank subsidiaries.

Furthermore, the banks have long assumed that the political climate rules out further mergers of the kind that created most of them in the first place.

Canadians have an ambivalent attitude toward their banks. They value them as depositories for their savings, which streamed into the banks when a

number of trust companies faltered in the early 1990s. But the banks are also viewed as too powerful, too profitable and out of touch with their customers. Those attitudes would no doubt burden with the branch closures and job losses that mergers would bring.

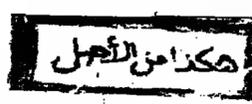
For the time being, the banks have chosen a less visible way of achieving, in Mr Goldberg's words, "consolidation without the political hassle".

Canadian Imperial Bank of Commerce and Bank of Nova Scotia agreed last summer to pool their information technology functions, including

computer centres, statement processing and telecommunications networks. CIBC and Scotiabank expect their partnership to cut 15 per cent from operating expenses of C\$550m a year.

Three other banks - Royal Bank of Montreal and Toronto-Dominion - have forged a similar, though less ambitious, alliance.

But the banks are pushing for more. Mr Barrett has proposed removing or modifying the 10 per cent ownership rule. Mr John Cleghorn, Royal Bank's chairman, has urged the authorities to allow further consolidation of financial services.





COMPANIES AND FINANCE: EUROPE / AFRICA

EUROPEAN NEWS DIGEST

**Banco Popular up 6% in third term**

Banco Popular, the Spanish banking group, posted third-quarter net attributable income up 6.3 per cent at Ptas5.5bn (\$354m). The improvement was in line with what Popular has reported over the year but analysts said the group, which is a net lender on the interbank market, could begin to show the strain from falling interest rates and increased competition in the domestic sector.

The pressure on margins was reflected in the net interest income of Ptas133.7bn, which was 4.7 per cent up year-on-year, but down on the 7.8 per cent increase reported in the first quarter of this year and on the 6.8 per cent rise in the first half. The return on average equity stood at 20.73 per cent, down from 21.45 per cent a year earlier.

Tom Burns, Madrid

**Acer in talks with Olivetti**

Acer, the Taiwanese electronics manufacturer, said yesterday it was in contact with Olivetti, fuelling speculation that it was going to buy the Italian group's personal computers business.

Mr Aldo Grech, managing director of Acer Italia, said the group has had, and still has, contacts with Olivetti. He refused to comment on whether the talks involved the PC unit, however. Sony and NEC have also been rumoured as potential bidders.

Olivetti said last night that the position had not changed since Mr Robert Colaninno, chief executive, indicated earlier this week that the group had found a partner but would not comment on the name.

Jane Martinsson

**L'Oréal upbeat on growth**

L'Oréal, the French cosmetics group, reported first half operating profits up 15 per cent to FF3.1bn (\$464m) and predicted continued growth for the rest of the year. Profit before tax, employee profit-sharing and capital gains and losses - rose 12 per cent to FF4.1bn.

The group also released consolidated sales figures for the first nine months, up 12 per cent to FF4.6bn, or 8 per cent on a comparable basis. It said full 1996 net profit before capital gains and minority interests should be above 1995 levels, and both sales and pre-tax profits should be in line with the growth in sales for the first nine months.

Andrew Jack, Paris

**Bezeq agrees \$150m loan**

Bezeq, Israel's state-owned telecommunications company, said it had raised a \$150m syndicated loan from a group of international banks aimed at improving the country's telecommunications network. It also confirmed it was in the final stages of approving a five-year plan to invest \$1.1bn and streamline the company by cutting the workforce by 13 per cent to 8,250.

The move is to make Bezeq more attractive to foreign investors while the State of Israel is planning to reduce its current 77 per cent stake in the company to 53 per cent next year.

Avi Nachlis, Jerusalem

**Iri minorities safeguarded**

Iri, the Italian state holding company, has moved to protect minority shareholders in the privatisation of Seat, the yellow pages activity of Stet, the telecoms group controlled by Iri. Seat, believed to be worth more than L3,000bn (\$1.95bn), is being spun off from Stet to raise cash for Iri before the telecoms group is itself privatised next year. Bidders for Iri's 61.27 per cent of Seat ordinary shares and 0.93 per cent of savings shares will also be obliged to make a public offer for the remaining ordinary and savings shares.

Robert Graham, Rome

**Telefónica sale adviser chosen**

The Spanish government has selected Rothschild, the merchant bank, as adviser in the sale of its 21 per cent stake in Telefónica, the national telecoms operator. Scheduled for late January or early February, the disposal is valued at Ptas469.1bn (\$3.63bn) at current market prices and the equity offering, the largest ever made in Spain, will represent the full privatisation of Telefónica.

Tom Burns, Madrid

**FT/S&P World Indices**

The committee which oversees the FT/S&P-Actuaries World Indices has announced how it will treat large share issues this autumn by two privatised European companies - Deutsche Telekom, the German telecommunications group, and Eni, the Italian energy group. Deutsche Telekom, which is making an initial public offering, will go into the indices on its second day of trading. Only its issued share capital will be included. This is expected to be about 98 per cent of the total, below the 25 per cent threshold for a stock to be given a 100 per cent index weighting. Eni's issue could increase its share capital in public hands from 15 per cent to about 25 per cent, but the committee has decided to include only its issued capital, when its weighting is adjusted on October 28, even if it nudges through the 25 per cent barrier.

Martin Dickson

**Higher costs cited for decline at AngloGold**

By Mark Ashurst in Johannesburg

The rising trend in the quarterly earnings of South African gold producers petered out yesterday as AngloGold announced a dip in net profits for the September quarter.

Analysts said the industry's performance for the three months to September 30 was unlikely to better that of the previous period. Despite a further weakening

of the rand and a buoyant gold price, earnings would fall short of the R601m (\$133.3m) achieved by the principal mining groups in the June quarter.

The decline reflected higher working costs at most mines, due in part to annual wage rises of 9-10 per cent. It brings to an end a year-long overall trend of increased quarterly earnings.

AngloGold, the gold and uranium division of Anglo American, reported a 3 per cent fall in after-tax profit to R312.3m. Gold production decreased marginally to 52,437kg. The average gold price received was 4 per cent higher at R54,919 per kg.

Working costs were almost 6 per cent up at R2,257.1m, reflecting the pay increases. Mr Bobby Godsell, chairman and chief executive, said wages accounted for about half of overall working costs. Capital expenditure increased by 11 per cent to R199.3m. Further capital was

required to develop the "blue skies" projects and fund ultra-deep level mining of existing ore reserves. Mr Godsell said the group needed "appropriate investment vehicles" for these projects, but he had no plans to cancel management contracts with individual mines.

The group had forfeited some of the benefits of the weaker rand as a result of forward sales. But Mr Kelvin Williams, marketing director, defended the hedging

strategy. The discount on the hedged price per kg had narrowed from R1,000 below spot price in the June quarter to about R100 below spot. Forward sales were pegged to both the rand and dollar to the rand and dollar, he said. The gold price, he said, the group had an "open hedging policy" which included spot, deferred contracts and put and call options "amenable to active management".

He denied suggestions that the gold price was influenced by forward selling.

"Price is not linearly determined by demand and supply. Numerous sources of above ground supply can trigger the market at times which cannot be forecast."

Gold production at Eldorado was 6 per cent higher at 4,208kg; at Vaal Reefs it rose 5 per cent to 16,965kg. At Freegold, production dropped 4 per cent to 20,381 kg. Western Deepes reported the largest decline of 6 per cent to 789kg.

Lex, Page 16

**Iberia eyes airlines in UK and US as allies**

By Tom Burns in Madrid

Iberia, the state-owned Spanish airline which was bailed out with fresh subsidies early this year, has put its sights on an alliance with British Airways and American Airlines in order to help it return to profitability.

Mr Xavier de Irala, who was appointed Iberia chairman in July, said yesterday an association with BA and the US carrier would be "a sure winner" but this was not the "only alternative" because "other negotiations were in progress and all options remain open".

The search for an ally in the airline industry has now become a priority for Iberia following its return to financial health following a Ptas87bn (\$672.7m) injection of state aid authorised by Brussels earlier this year.

Mr de Irala said the airline would post net profits of Ptas1.5bn this year after sustaining annual losses since 1993.

Mr de Irala said that Iberia could not face the future on its own. It needed allies to consolidate its European business and transatlantic routes. In return Iberia could bring to a future partnership its "dominant position" in Latin America.

"A strategic alliance is absolutely necessary if we are to consolidate our profitability and achieve the necessary critical mass," he said.

The search for a partner could involve a prospective European partner taking a shareholder stake in the Spanish airline.

"What would be logical would be an initial commercial agreement that would in turn make possible the partner's purchase of equity (in Iberia). At a European level the ally would take a stake because we are looking at cost synergies. With a US partner we would be looking for price synergies," Mr de Irala said.

Iberia is facing strong competition in its domestic market. Private sector airlines entered the market following deregulation and created a price war. A decision by Iberia to slash internal air fares prompted protests last week it was using government subsidies unfairly.

Mr de Irala rejected the charge and said he did not foresee problems with the European Commission over unfair competition.

**Finnish paper groups hit by falling prices**

By Hugh Carnegie in Stockholm

Two of Finland's big pulp and paper producers - UPM-Kymmene and Metsä-Serla - yesterday reported hefty drops in profits in the first eight months of the year as they were hit by an industry-wide trend of falling prices and weak demand.

UPM-Kymmene, Europe's biggest forestry sector company, said pre-tax profits tumbled from FM4.6bn at the same stage last year to FM2.6bn (\$665m). Earnings per share fell from FM14.51 to FM8.02.

The earnings collapse was even more dramatic at Metsä-Serla, which suffered from high one-time restructuring costs as well as the weak market. Pre-tax profits slid from FM1.3bn to FM336m, while earnings per

share fell from FM6.29 to FM1.37. The company warned of a loss in the final four-month period, but said the group would remain in profit for the year.

However, the results were in line with market expectations. UPM-Kymmene shares rose initially before finishing the day down FM0.30 at FM93, while Metsä-Serla's most-traded B shares closed up FM0.60 at FM29.20.

Analysts said UPM-Kymmene, the product of a merger last year between United Paper Mills and Kymmene, had performed well under the circumstances.

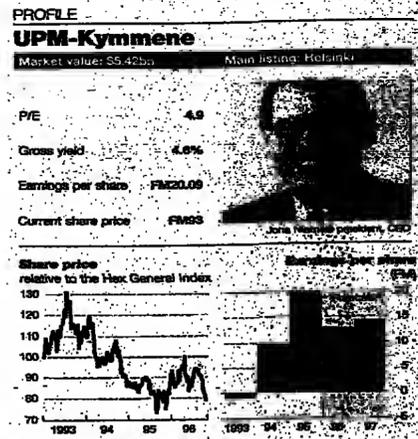
UPM-Kymmene operating profits in the second quarter, at FM1.5bn, were down from FM3.3bn at the same stage last year and FM1bn lower than in the first four months. Turnover in the first eight months fell from

FM35.6bn to FM33.8bn. Most of the blame was put on falling prices and demand for magazine paper, fine papers, sawn timber and pulp.

Newsprint profits rose due to higher prices. But UPM-Kymmene warned that newsprint prices and deliveries had weakened in the second four-month period as North American producers stepped up shipments to Europe. It warned that the trend was set to continue. Although prices for pulp, sawn timber and fine papers are moving up again, the outlook remained uncertain.

UPM-Kymmene said it expected profitability in the remainder of the year to stay at the levels of the second four-month period.

Metsä-Serla reported a significant increase in sales from FM8.6bn to FM9.5bn - but this was due to the effect



of acquisitions. Operating profits fell from FM1.6bn to FM575m.

Metsä said it was restructuring to sharpen its focus on

packaging and printing papers, as well as pulp. One-time restructuring costs would reduce profits over the year by FM300m, it said.

**Amag sold to Austrian buyers**

By Eric Frey in Vienna

OIAG, the Austrian state holding company, yesterday agreed to sell the aluminium maker Austria Metall (Amag) to a group led by Amag chairman Mr Klaus Hammerer and Constantia.

In the country's last big industrial privatisation, OIAG selected the consortium's bid over competing offers from the German aluminium group Vereinigte Aluminiumwerke, a subsidiary of Vlag, and a joint offer by Bank Austria and Mr Herbert Laisnig, a prominent businessman.

Financial details were not disclosed, but it is known that the buyers would not put up any cash for Amag, which has been burdened by heavy debt since its near

collapse in 1992.

Instead, Hammerer/Constantia insisted that OIAG inject Sch1.7bn (\$157m) in fresh capital into Amag to cover part of the estimated net debt of at least Sch3bn.

This was more than the rivals wanted, but Hammerer/Constantia is understood to have improved its bid yesterday by including a Sch500m bank guarantee for outstanding receivables from a German bank.

After several years of heavy losses Amag posted a net profit of Sch95m last year on sales of Sch8.5bn.

The company would report an operating loss of Sch150m this year because of lower aluminium prices, Mr Hammerer said, but would dip into reserves to achieve break-even. Sales would decline to about Sch7bn because of asset disposals.

**Sulzer Rüti cuts 950 jobs to stem mounting losses**

By William Hall in Zurich

Sulzer Rüti, the world's biggest producer of textile weaving machinery, is cutting its workforce by 950, or nearly a third, and concentrating its production at a single plant in Switzerland in an effort to stem mounting losses caused by competition from low-cost Asian machinery producers.

The group, which has lost money in four of the last five years, will base all future production of weaving machinery in Zuchwil, about 50km west of Zurich. It will halt output at Rüti, a small town in eastern Switzerland, which has been associated with textile machinery since 1842 when Caspar Honneger began building the world-famous Honneger cotton-weaving looms. The town will continue to be the group's

headquarters and research centre.

Sulzer Rüti has been trying to turn round its business since 1990, when it had a turnover of more than Sfr1bn and employed 4,400. However, the combination of a strong Swiss franc, cheaper overseas competition and the increasing productivity of its own machinery has led to a slump in demand for Sulzer's machines. Turnover dropped to Sfr900m (\$632m) last year and the group lost Sfr34m. Mr Thomas Pyl, of Bank Vontobel, expects losses to rise to Sfr90m this year, including a restructuring charge of about Sfr40m.

The scale of Rüti's problems is reflected in the fact that it has had to announce large-scale redundancies for the first time. It said yesterday 600 jobs would go in

Rüti - roughly half the workforce - and 300 at Zuchwil, the bigger of the two Swiss production plants.

Mr Helmut Pirchl, president of Sulzer Rüti, said that the company's 3,200 workforce was too big to support an annual turnover of around Sfr600m a year. New orders had fallen by 30 per cent this year and he expected the market for weaving machinery to continue to decline until 2000. By the end of 1997, production capacity will be less than half 1990 levels.

Mr Pirchl said the measures were necessary to secure a rapid return to profitability in the face of ongoing market decline and low demand. However, he did not expect Sulzer Rüti to make money in 1997 and said that it would be "difficult" to make a profit by 1998.

**Borsa link may usher new era for Milan**

Italians see chance to win back business from foreign exchanges

Home-sick Italian stockbrokers in London will soon have a new way to keep in touch with the Bel Paese - a dedicated telematic link to the Milan stock exchange.

With the implementation this year of the European Union's investment services directive, the way is open for remote dealing on national stock exchanges. Brokers in Frankfurt and New York should be able to trade on the borse as easily as Italian intermediaries who live and work round the corner from the exchange.

The Italian stock exchange council sees the new London "node" as one step in its campaign to promote direct dealing and win back business from foreign exchanges such as London's SEAQ, on which many large Italian stocks are already traded.

The wind of competition will blow in both directions, sweeping away earlier rules which obliged foreigners to set up or buy a local securities house or SIM (Società di Intermediazione Mobiliare) if they wanted to trade on Italian equity markets, and offered a measure of protection to local intermediaries.

Mr Francesco Cesarini, chairman of the Italian stock exchange council since March, says the so-called Eurosim law - which implements the investment services directive in Italy - will usher in a new era for the Italian markets and those who use them.

"We are aware that as the Eurosim law throws us directly into the international marketplace, we can't defend the quality of our market with rules," he said in a recent interview.

"In the medium term our market will be chosen by Italian and foreign investors only if it offers a level of costs and services - liquidity, size, price continuity - comparable to and if possible better than competing markets."

Italy has started at a disadvantage compared with larger and more aggressive exchanges. For a G7 economy, Italy's stock market is still comparatively small, in spite of recent flotations and privatisations, the list of larger stocks is still dominated by financial and holding companies - many of which own other quoted groups - and the lower reaches clogged by securities which hardly trade.

Events like last year's abortive plan to merge Gemina, the investment group, with Ferruzzi Finanziaria, a holding company, or this autumn's management merry-go-round at Olivetti, the information technology group, have tainted the rest of the market with a reputation for lack of transparency and weak corporate governance.

Milan is one of the only completely automated European exchanges, but last month a rash of technical problems halted trading for a session, prompting an urgent review of the telematic system.

Nevertheless, Mr Cesarini says the exchange is approaching liberalisation in better shape than ever. "If the Eurosim law had arrived in 1991, we would not necessarily have had the chance to make the most of this opportunity, because the borse was still fragmented, and there were various old systems mixed together," he says.

Since then, however, the country's 10 stock exchanges

have merged under one authority - the stock exchange council - while sharper supervision and stricter rules have ended the market's notoriety as a haven for insider traders.

Trading in equities was fully automated in 1994. Five-day cash settlement of all stocks has reduced speculation. New companies are coming to the market - Mr Cesarini expects about 20 new listings this year - and the exchange is now studying ways to encourage trading in illiquid stocks.

The Eurosim law will also transform the stock exchange into a self-regulating joint stock company, owned by financial intermediaries, thus doing away with old-style management



Francesco Cesarini: exchange is in better shape than ever

and regulation of the markets by the public sector.

To the irritation of some smaller SIMs, a group of the largest intermediaries - dominated by Italian banks - has already established a holding company, called Sint, which intends to take a majority stake in the newly privatised exchange before dissolving itself once the task of reorganisation is accomplished in December 1998. Some traditional brokers see this as an attempt by the banks - granted direct access to the stock market for the first time under the new laws - to control the running of the markets. Mr Francesco Aletti Montano, managing director of Aletti & C, a well-established Milan SIM, says the treasury, which is co-ordinating

the privatisation, should set an upper limit on individual shareholdings and open the capital of the new company to all-comers. "We would prefer everyone to have the opportunity to buy shares at the outset," he says.

The treasury will take the final decision about how to privatise the stock exchange and Mr Mario Draghi, treasury director-general, said this week that it would not grant a "preferential role to any type of intermediary".

Mr Cesarini, himself chairman of Banca Popolare di Milano, one of Italy's largest banks, says traditional brokers will not lose out. Instead, he believes the SIMs will remain the market specialists, working mainly on behalf of large professional investors.

On the other hand, banks will handle the flotation of large companies on the market and encourage their retail clients to invest their extensive savings. Sint, he says, is simply "a sort of steering committee" for the next two years of transition.

Mr Cesarini also plays down the possibility that the mainly Italian intermediaries who will own the newly privatised exchange may slow the pace of liberalisation if they realise their own interests are being damaged by aggressive outside competitors. "If trading is carried out more by foreign intermediaries, that's obviously a slice taken away from the Italians, but these undesirable side-effects are completely overshadowed by the priority to grow the whole market," he says.

Andrew Hill

This announcement appears as a matter of record only

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Grajewo, Poland

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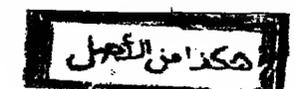
Manager  
Powszechny Bank Kredytowy S.A.

Participants  
Bank Handlowy S.A.  
Bank Przemysłowo - Handlowy S.A.

Arranger and Financial Adviser to ZPW S.A. "Grajewo"

**Creditalstalt Financial Advisers S.A.**  
Warsaw, Poland

A Member of Creditalstalt Investment Bank  
August 1996





COMPANIES AND FINANCE: UK

# Laird may reduce German workforce

By Tim Burt  
Laird Group, the engineering components and building products manufacturer, is considering cutting its workforce in Germany by up to 40 per cent as part of a reorganisation of its automotive activities.

The company, a large international supplier of vehicle sealing systems, has drawn up plans to outsource a growing proportion of manufacturing in Germany, where it produces almost 50 per cent of its automotive components.

Under the plans, Laird's German workforce could fall from 2,500 to 1,500 over the next two to three years. Mr

John Gardiner, chairman, said: "There is a tremendous change going on in German industry and Laird will not be exempt from that."

The phased programme, involving moving some production to lower cost plants in Spain and the Czech Republic, is not expected to lead to large one-off provisions. Laird blamed the need to make redundancies on high labour costs. According to company officials, those costs are up to DM40 (\$27) an hour in Germany, compared with DM25 an hour in France, DM15 in Spain and DM4 in the Czech Republic.

Concerns over German manufacturing costs have also been raised by other UK

engineering groups. Babcock International said it had cut its German workforce by almost 40 per cent to 440 in the past 12 months.

Mr Nick Salmon, chief executive, said yesterday: "We will still manufacture high value-added products in Germany, but basic activities can be done more cheaply elsewhere."

Laird, meanwhile, hinted at a more aggressive investment strategy in other locations. The company, which is expected to open its first North American automotive components plant next year, said growing demand from US carmakers could force it to build another plant there before the end of the decade.

# Germans warn T&N on takeover

By Tim Burt  
Kolbenschmidt, the German pistons manufacturer being pursued by T&N, has warned the UK engineering group that it was unlikely ever to win cartel approval for its proposed takeover.

The company, one of Europe's leading suppliers of automotive pistons and friction bearings, said T&N's continued interest was hampering its expansion plans.

T&N has secured options over 49.99 per cent of Kolbenschmidt - held on its behalf by Commerzbank - for DM282.6m (\$191.6m). But the cartel office in Berlin has so far refused to sanction the deal.

"It is a very unhelpful situation," according to Kolbenschmidt. "We want to grow overseas but our expansion has been blocked by T&N's interest."

T&N, which has held the options for more than two years, yesterday rejected that suggestion.

So far, the cartel office has blocked the takeover on the grounds that it would make Kolbenschmidt a captive customer of Goetze, T&N's German piston ring manufacturer, and create unfair competition in the piston components market.

This week Kolbenschmidt predicted that T&N's appeal against that decision - due to be heard next February - would fail.

# Exceptionals leave Albert Fisher in loss

By David Blackwell  
Goodwill write-backs at Albert Fisher, the fresh food supplier that last week announced the £73.5m (\$114.7m) disposal of its North American distribution business, helped push the group £110.9m into the red in the year to August. Profits last time were £31.1m.

Exceptional costs, including the North American disposal and the withdrawal earlier in the year from wholesale distribution in Germany, totalled £151m. Almost £125m was for goodwill write-backs.

Operating profits rose 24 per cent, from £36.3m to £45m. Sales were 12 per cent ahead at £1.24bn.

"By any definition this has been a year of considerable progress," said Mr Stephen Wells, chairman, adding the group was "now seeing strong sustained growth from its core operations".

Mr Wells said in the past 3½ years, Albert Fisher had disposed of businesses that accounted for 60 per cent of

its turnover. Now that 70 per cent of the revenue base was in operations where value could be added, the challenge was to build shareholder value through organic growth.

Next month, Mr Neil England, currently Moscow-based vice president of Mars, takes up the new post of chief executive. He will be expected to apply his sales and marketing skills to the four remaining divisions - produce, seafood, processed food in Europe and processed produce in the US.

The best performing division was European food processing. Operating profits jumped to £19.4m (£12.1m) on sales up from £246m to £271m. Frozen foods and sauces performed well.

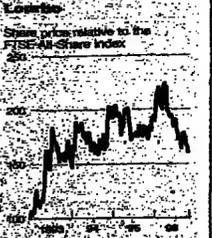
European produce profits rose to £12.7m (£13.4m) on sales 5 per cent ahead to £99m. The remaining North American produce division lifted profits to £5.2m (£3.2m).

Weather-related problems held profits at the seafood division to £7.7m (£7.5m).

# LEX COMMENT Lonrho

It is like the good old days at Lonrho, with whispers over potential buyers, confusion over future structure and a steadily declining share price. Since Mr Dieter Bock, Lonrho's chief executive, secured a profitable exit for his investment with a sale option to Anglo American, Lonrho shares have fallen 23 per cent. Mr Bock tells a good tale of delivering value through break-up and disposals, but his willingness to secure his own exit suggested to cynics there would be little value left for anyone else. That is probably untrue. The sale of Lonrho's hotels should bring almost £700m. With the likely sale of its UK car business, Lonrho would be left with less than £100m of debt, a vast improvement given Lonrho's poor cashflow. It should then push ahead with a demerger of its African trading arm - preferable to flotation, since if there is value to be unlocked it should go to existing shareholders - leaving investors with two pieces of paper: mining and trading.

The mining company has fallen in value with gold and platinum prices but it holds attractive assets. Rumours that Anglo may not take up its Lonrho option seem unlikely, but even that could herald a bid from elsewhere. The African trading business offers emerging market appeal, albeit diluted by weak cashflow. It is hard to compute a break-up value that is not 20 per cent higher than the share price. But, given the pace of the restructuring programme, it could take a long time to get there.



# Ugland in Sydney may get \$200m deal M&S knickers

Dealings in shares of Ugland International Holdings, a ship-owning and management group, were suspended yesterday after it unveiled a deal worth up to \$200m to acquire the Ugland family's vehicle carrier interests.

The size of the transaction classifies it as a reverse takeover, prompting UH to seek a temporary suspension. Trading was halted at 6p.

UH is to acquire the family's 50 per cent stake in Highbury-Ugland Auto Lines (HUAL) for an initial \$160m, followed by up to \$40m.

By Peggy Hollinger  
Marks and Spencer's famous knickers could go on sale in Sydney next year, as Britain's largest clothing retailer prepares to launch a franchise chain in Australia.

The company announced yesterday that it would start looking for potential franchise partners in Australia early in 1997. "It is another significant step in our ambition to be a major global retailer," said Mr Keith Oates, deputy chairman. M&S has recently stepped

up its international ambitions, announcing that it plans to spend £380m (\$593m) on expansion abroad in the next three years.

While it has already announced aggressive opening programmes in Europe - planning 25 stores in Germany - it also has plans for south-east Asia, where much of the expansion will be done via franchise agreements.

In September, the group clinched a franchise arrangement in South Korea, and it is known to have ambitions in China.

# The changing of the guard

Raymond Snoddy interviews Pearson's next chief executive

Ms Marjorie Scardino, named yesterday as the next chief executive of Pearson, is not the sort of person the City wanted to replace Mr Frank Barlow, the current managing director, when he retires.

Analysts were sure that what was needed was someone like Mr Gerry Robinson of Granada or Lord Hollick of United News & Media - a big hitter from outside who could go in and make the sort of changes that many of them say are necessary for Pearson, which publishes the Financial Times: more focus, and more effort to unlock the potential of distinguished brands.

"They see Mrs Scardino - believed to be the first female chief executive of a FTSE 100 company - as someone who has run a small outpost of the Pearson empire, the weekly Economist magazine: in short, a "quasi-insider".

The shares were knocked down 1½p at one stage after yesterday's announcement and finished the day down 11½p at 676½p.

Mrs Scardino, an American, a lawyer and former journalist who transformed the circulation of The Economist in the US understands the reaction of the City.

"I am completely unknown to any of these people and my track record at The Economist is also unknown," she says, pointing to the tradition of anonymity at the



Not an insider - Marjorie Scardino is joining 'the boys' club'

boys' club. At least I'm not a boy. I haven't been to Eton and I don't speak English properly," laughs Mrs Scardino, a tall imposing Texan. With her husband Albert, a journalist, she founded The Georgia Gazette newspaper which won a Pulitzer prize but was not a commercial success. "You learn more from failure than success," she says.

The new Pearson chief executive is blunt about the state of the company.

"The performance is not nearly what I want from a company I was involved with. It has huge room for improvement. The profit performance has clearly been inadequate and there's a lot more movement to be had in that," she says. Every morning for the past two weeks in her shower she has been asking herself what sort of company Pearson should be, and what what sort of businesses it should be in.

She does not yet have answers but they are likely to be radical. She has warned the board that Pearson she will "turn the place upside down if that is what she deems necessary."

Mrs Scardino vehemently contests the perception that a Pearson insider has been appointed. The Economist, 50 per cent owned by Pearson, values its separateness and independence. "I have all the disadvantages of an outsider and none of the advantages. I know everyone thinks this [Pearson] is a

RESULTS

| Company           | Turnover (£m) | Pre-tax profit (£m) | EPS (p) | Current payment (p) | Date of payment | Dividends (p) | Total for year | Total last year |
|-------------------|---------------|---------------------|---------|---------------------|-----------------|---------------|----------------|-----------------|
| Albert Fisher     | 1,698         | (1,650)             | 110.9   | (31.1)              | 17.07           | (2.5)         | 1.9            | 3.75            |
| Alliance Res S    | 3.69          | (1.48)              | 3.69    | (16.1)              | 0.81            | (0.1)         | -              | -               |
| Berry Birch Noble | 3.99          | (3.24)              | 0.355   | (0.48)              | 4.5             | (1.2)         | 1              | 0.9             |
| Brigford          | 0.31          | (0.12)              | 0.073   | (0.094)             | 0.31            | (0.3)         | 0.1            | 0.2             |
| Dragon Oil S      | 1.58          | (2.5)               | 0.169   | (1.2)               | 0.11            | (0.9)         | -              | -               |
| Electrol (NL)     | 198.3         | (191.8)             | 8.73    | (8.45)              | 57.45           | (52.66)       | 12.31          | 11.45           |
| MY                | 86.8          | (77.1)              | 12.6    | (6.12)              | 6.57            | (6.33)        | 1.7            | 1.4             |
| News Pictorially  | 1.84          | (1.58)              | 0.141   | (0.202)             | 0.581           | (1.34)        | -              | -               |
| WEN               | 115.7         | (122.1)             | 3.05    | (4.06)              | 2.2             | (1.65)        | -              | 0.7             |
| Wilmington        | 15.6          | (12.2)              | 2.08    | (1.28)              | 1.91            | (1.54)        | -              | 0.25            |

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10% increased capital. SUS currency. AIM stock. SLM stock. First interim. \*Comparatives restated.

This announcement appears as a matter of record only.

## Autolink Concessionaires (A19) Limited

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NOTICE TO BONDHOLDERS

**Far Eastern Department Stores Ltd.**  
(Incorporated with limited liability under the laws of the Republic of China)  
(the "Company")

US\$ 75,000,000  
3 per cent. Bonds due 2001

This is to inform you that effective from October 21, 1996, the Conversion Right relating to the Bonds will be exercisable.

Following a further amendment to the Regulations Governing Securities Investment by Overseas Chinese & Foreign Nationals and Procedures for Remittance, a foreign investor holding overseas convertible bonds and intending to effect conversion should appoint an agent to handle, for and on behalf of the foreign investor, conversion of bonds into common shares (or Entitlement Certificate) and opening of a securities trading account with a local broker/agent firm, keeping in custody of securities, paying ROC taxes, making confirmation and settlement, remitting funds, exercising shareholders' rights and performing such other matters as may be designated by such converting bondholder.

The local agent must be a financial institution which is approved by the ROC Ministry of Finance to engage in agency business. In opening a securities trading account, the local agent, on behalf of the bondholder, should first obtain approval from the Taiwan Stock Exchange. Bondholders should consult with their agent regarding the trading account and New Taiwan dollar account for the settlement of securities transactions.

Within five days from the Conversion Date, the Company will issue and deliver Entitlement Certificates to the local agent of the bondholder. The English translation of the key provisions of Entitlement Certificates will be available at the offices of the Conversion Agent. The Company will issue Common Shares to replace Entitlement Certificates once a year. The Company has fixed the close of business on December 27 of each year as a consolidation date ("Consolidation Date"). After the Consolidation Date, the Company will proceed with necessary filing and registration for capital increase in order to issue new shares in exchange for the Entitlement Certificates issued and outstanding on or before such Consolidation Date (including those for which Entitlement Certificates have not yet been issued, but have been registered in the Company's shareholders register, as applicable).

Bondholders should also consult the terms and conditions regarding conversion contained in the Offering Circular and Indenture should they wish to effect conversion.

As a result of the rights issue of 40,513,431 shares by the Company on October 3, 1996, the conversion price of the Convertible Bonds will, in accordance with the Indenture dated July 6, 1994, be adjusted from NT\$ 38.74 to NT\$ 38.25 with effect from October 3, 1996.

The address of the Share Transfer Agent, Oriental Securities Corp., of the Company has moved from 2nd Floor, 130 Yen Ping South Road, Taipei, Taiwan, Republic of China to 3rd Floor, 86 Chang Ching South Road Sec. 2, Taipei, Taiwan, Republic of China.

October 18, 1996

The Financial Times plans to publish a Survey on

# Isle of Man

on Wednesday, November 13.

The survey will focus on: Banking, investment funds, insurance (including equities), trusts and offshore companies, private portfolio management, S&P's ratings and its impact on the South African economy on the island, the film industry and tourism, with its 30 print centres worldwide and availability in 160 countries, it is not surprising the FT:

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FINANCIAL TIMES SURVEY

Friday October 18 1996

# AYRSHIRE Feeding strong roots

## Business leaders aim to attract more inward investment to this south-west region of Scotland, writes James Buxton

Ayrshire is a place that still makes things, says Mr David Macdonald. "We have 400,000 people, which is 7.8 per cent of Scotland's population, but we produce no less than 15 per cent of its manufacturing output."

To many people Ayrshire is best known for famous golf courses such as Turnberry and Troon, for its rolling green countryside, for its moist and relatively warm climate, for its long coastline looking out on the Firth of Clyde, and for being the birthplace of the poet Robert Burns.

In economic terms those are all valuable assets, underpinning a tourist industry worth more than £200m a year and providing a good quality of life for many of Ayrshire's inhabitants.

But Enterprise Ayrshire, the local enterprise company of which Mr Macdonald is chief executive, is charged with improving the economy, and that involves focusing on manufacturing.

Important manufacturers in the area make pharmaceuticals, vehicles, textiles, computers, whisky and aerospace products.

Products from Ayrshire include household names such as Johnny Walker, one of the world's best selling whiskies, blended in Kilmarnock; computers from the US company Digital made at Ayr and Irvine; and Jetstream aircraft, built by British Aerospace at Prestwick.

Although several of Ayrshire's leading manufacturers are offshoots of foreign-owned companies such as Roche and Nestlé of Switzerland, and Volvo of Sweden,

others are the plants of UK companies such as Smith-Kline Beecham, the pharmaceuticals group, Imperial Chemical Industries and Fullarton Computer Industries, a home-grown contract manufacturer for the computer sector which belongs to Laird Group (see page 117).

Mr Macdonald does not accept the description of Ayrshire as a branch plant economy. "I'm not sure branch plants are a local issue any more. Isn't this sort of thing happening everywhere in the world? Each of these plants has very simply got to be the best at what it does, wherever it is."

Even so, Mr Bill Miller, a leading Ayrshire businessman who founded Prestwick Circuits, a printed circuit board maker, is convinced that the most effective companies in Ayrshire are often ones based locally. "You've got to have people with fire in their bellies determined to do things for the local community," he says.

In addition to Fullarton, which now employs about 2,000 people at Irvine, he points to RIK Ltd, a company set up by local businessmen (including Mr Miller) which bought Prestwick airport in 1992 and is expanding its business. Scheduled flights now operate to London Stansted, Dublin and Belfast, and charter holiday traffic is growing rapidly (see page 117).

Enterprise Ayrshire was set up in 1991. Its objectives range from making Ayrshire attractive for inward investment, to strengthening locally headquartered companies through advice and



A Skillsseeker and Gutzeean castle: manufacturing and tourism drive the Ayrshire economy

training, especially in the textile and engineering sectors where there are several medium-sized companies.

Although Ayrshire contains prosperous towns, such as Ayr and Troon, its average level of unemployment is more than 12 per cent, four percentage points above the Scottish average, and there are pockets of very high unemployment, especially among men.

The Cumnock and Sanguhar area in the south where the deep coal mines have closed has one of the highest rates of unemployment in the UK.

Along the coast, Irvine, whose new town status ends in December, and the adjoining towns of Ardrossan, Saltcoats and Stevenston have

high unemployment and pockets of deprivation, because of the rundown of the ICI explosives plant at Ardeer.

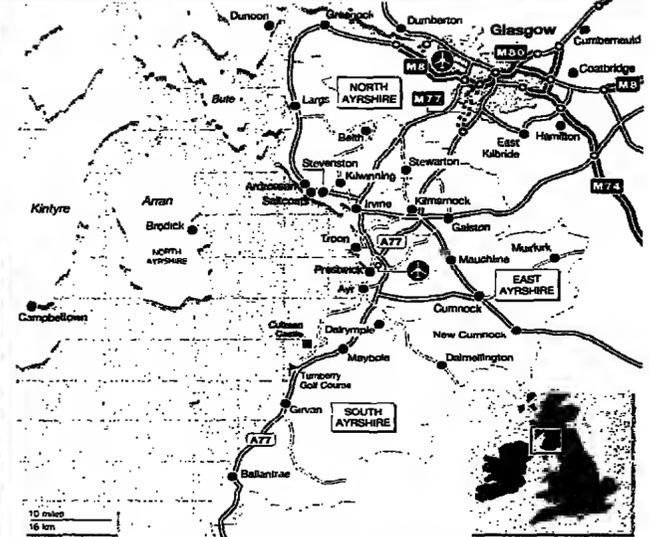
While unemployment is acknowledged by Enterprise Ayrshire to be one of Ayrshire's problems, the agency also lists the absence of competitive sites for modern business as a problem to be overcome. Its business plan draws attention to Ayrshire's 2m sq ft of industrial space but much of this is of poor quality and unsuitable for investment.

However a 30 acre business park is now being developed at Rowallan outside Kilmarnock, and plans have been approved for upgrading Riverside business park at Irvine. Shaw

Farm estate at Prestwick is also being developed.

Ayrshire is a geographical expression rather than a local government unit. Although many people in the former county would have liked Ayrshire to have become a single tier council in the 1994 reorganisation of Scottish local government, the government decided to create three unitary authorities, for North Ayrshire, East Ayrshire and South Ayrshire.

The new authorities at least contain the word Ayrshire in their names which their predecessors did not, and although they each have their own agendas for economic development they co-operate with each other. The chairmen of all three



councils are on the board of Enterprise Ayrshire, and each council participates in the Ayrshire Location Service whose remit is to "secure location decisions for the benefit of Ayrshire".

This means encouraging companies which are considering locating in the area, and helping those already in Ayrshire to put down stronger roots. The work of finding companies from outside Scotland to come to Ayrshire is the responsibility of Locate in Scotland, based in Glasgow.

In East Ayrshire the council, based at Kilmarnock, has made the "drive for jobs and economic development" its top priority, and recently established the East Ayrshire Business Partnership with the private sector to assist small businesses.

South Ayrshire, housed in the splendid former county buildings in the centre of Ayr, has taken the most radical approach of the three councils to its own structure, setting up only seven departments to administer all its services.

"We want to change the face of local government in this area," says Mr Graham Thorley, chief executive. "It has a long way to go to win back the trust of the public.

We are in a race to catch up with the best practices of the private sector."

At North Ayrshire, based at Irvine, optimism is highlighted by what Mr Sam Gooding, chairman of infrastructure and environment services, calls the "silent closure" of the ICI complex at Ardeer. The number of people employed at Ardeer, which still makes explosives, has dropped from 4,500 in 1980 to between 400 and 450 today, and was as high as 12,000 in 1950.

Mrs Ann Hopkins, North Ayrshire business development manager, says: "About as many jobs have gone here as were lost with the rundown of the Ravenscraig steel plant in Lanarkshire, but we've had nothing like the level of government assistance that Lanarkshire's received."

Mr Gooding says Irvine new town "was supposed to be the saviour of North Ayrshire. But its population only grew to a quarter of that projected. The energies of leading people in Ayrshire are now focused on two objectives. First, in a move which is aimed at boosting Prestwick airport, they are campaigning with leading Scottish business organisations to persuade the govern-

ment to relax the international rules governing air freight.

At the moment aircraft from the US are not allowed to pick up cargo at Prestwick and fly it on to Europe, which means that manufacturers in Scotland lose expensive time sending goods via London Heathrow. "We are trying to get the government to see this as an industrial and not a transport issue," says Mr Graham Shaw of Enterprise Ayrshire.

A longer term concern are the roads. The construction of the M77 motorway through the southern suburbs of Glasgow is progressing well and when complete next year will greatly speed up journey times to Ayrshire.

But roads to the east linking Ayrshire with the M74 north-south motorway are notoriously slow, and there are few plans to upgrade them. The Scottish Office is not making the issue a priority and people in Ayrshire are divided as to whether the main link should be the A70 or the A71.

If Ayrshire is to have a communications infrastructure suitable for the 21st century, as Enterprise Ayrshire wants, big improvements are essential.

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Rhor Inc., the US Corporation with headquarters near San Diego, has selected Prestwick, Ayrshire, to expand its European overhaul and repair presence. The company's core business is the design, manufacture and support of aircraft engine nacelle systems and components for large commercial aircraft.

Bob Gustafson, Vice President, Customer Support at Rhor comments: "Prestwick was specifically chosen based on the availability of a sound aerospace-oriented infrastructure, highly skilled labour pool, and the easy accessibility of the Prestwick site."

Ayrshire boasts a thriving, dynamic cluster of world class companies in a range of sectors including aerospace, engineering, electronics, chemicals, textiles, food & drink, and tourism. Indigenous companies planning for growth or companies looking for a new location can benefit from financial and training assistance, excellent access to European and International markets and superior supply chain networks.

To find out how Ayrshire can be good for you and your company, contact the Ayrshire Location Service, a dedicated team which will work closely with you to develop tailor made business location proposals and deliver solutions to meet your specific business needs.



RHOR



AYRSHIRE LOCATION SERVICE



FOR FURTHER INFORMATION CONTACT RODNEY LARKINS AT THE AYRSHIRE LOCATION SERVICE ON 01563 526623. E-MAIL: RODNEY.LARKINS@SCOTENT.CO.UK

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II AYRSHIRE

■ Economy: by James Buxton

# Investment in the air

Electronics and aerospace industries underpin the local economy

A recent announcement that Rohr, a US aerospace components group, is to set up an \$8.7m repair and service facility at Prestwick could easily have been ignored amid the stream of inward investment successes which Scotland has achieved lately. But it was significant not just because it was a rare example of an inward investment that had nothing to do with Scotland's electronics industry, but because it emphasised that Ayrshire has a significant foothold in the aerospace industry.

Rohr is a California-based company which makes nacelles and pylons for aeroplanes. It will join British Aerospace and the US aero-engine service company Greenwood Caledonian at plants close to Prestwick airport, and it expects to create 200 jobs in the next five years.

In the longer term Enterprise Ayrshire hopes Prestwick might develop further as a centre for airframe maintenance.

But though CWW Logistics, a transport company, recently announced it was building a £1.4m freight handling facility at the airport, it is not all good news at Prestwick. Employment has fallen noticeably at the British Aerospace plant, where 2,500 people were working in 1993.

Since then, the management of BAE Jetstream has moved to Toulouse as a result of a joint venture in regional aircraft with Aerospaciale of France and Alenia of Italy. Sales of the Jetstream 41 regional turbo-prop aircraft, which were buoyant in 1994, have slumped.

Annual production has been cut from 30 to fewer than 20 aircraft, while the Jetstream 61 model has been scrapped. The plant is now divided between BAE Jetstream, which assembles aircraft, and BAE Aerostuctures which makes

aerostucture parts both for Jetstream and for other aircraft. Recently Jetstream has cut its workforce by 250 to 711 and Aerostuctures by 300 to 913, making 1,624 in all.

There is also uncertainty over the Civil Aviation Authority's air traffic control centre at Prestwick, where 650 people are employed controlling the airspace of northern Britain and much of the north Atlantic.

A £230m project to upgrade the Prestwick control centre following the recent construction of a new centre at Swanwick near Southampton is under review, and trade unions at

tract manufacturer, based at Irvine.

Irvine is also the location of Ayrshire's vehicle industry, with a large plant belonging to Volvo which assembles the chassis of a large proportion of the buses on British roads, as well as those of heavy trucks. Volvo employs about 500 people at Irvine.

Although the ICI plant at Ardeer is gradually running down, there are two major pharmaceutical plants in Ayrshire: SmithKline Beecham employs 750 people making antibiotics and medicinal products in bulk at Irvine; further north, at Dalry, the Swiss company Roche recently announced a

planning permission to build a £50m plant near the site of the Barony colliery at Auchinleck.

Egger, which also has a plant at Hexham in Northumberland, says Auchinleck is ideal for an easy supply of wood from the forests of south-west Scotland. The plant would employ about 120 people and produce 270,000 tonnes of chipboard a year for the furniture industry.

However an earlier application to place the plant in Irvine, close to the Finnish company Kymmene's large paper mill, was turned down after strong objections from the local community which claimed it would cause pollution and spoil scenery near the coast.

Both Enterprise Ayrshire and Locate in Scotland favour the Auchinleck site, while East Ayrshire council points out that the plant would create employment and generate spending in an area which contains patches of over 30 per cent. However it says the plant's environmental impact will be closely studied before planning permission can be granted.

East Ayrshire should also benefit from the fact that a site near Kilmarnock has been chosen for Scotland's newest prison, involving an investment of £60m and the creation of about 350 long-term jobs, as well as a large number of construction jobs.

East Ayrshire council is seeking Scottish Office funding for a regeneration strategy for areas with the highest unemployment near Cumnock and Sanquhar. It also expects to benefit from the upgrading of parts of the A77 Glasgow-Ayr road to motorway, which it believes will improve Ayrshire's accessibility, while a £7m project to improve the centre of Kilmarnock, which had been losing shopping and other business to Ayr has been completed.

Mr Stephen Chorley, director of development at East Ayrshire council, says: "We have got the basis for being seriously competitive with other parts of Scotland."



Irvine is the location of Ayrshire's vehicle industry

Prestwick fear that if the CAA decided to concentrate most air traffic control at Southampton, Prestwick would be downgraded, with jobs likely to be lost.

Although Ayrshire is not in the heart of Silicon Glen it has electronics plants employing about 6,500 people. The largest is Digital Equipment of the US which employs 1,350 people at Ayr and a further 450 at Irvine, the latter being the location of its personal computer plant. Digital's Ayrshire plants have barely been affected by the recent wave of cutbacks which has hit other parts of the company.

Apart from Fullarton Computer Industries (see page 11), Ayrshire is also the home of Prestwick Circuits, a quoted company which produces printed circuit boards at Ayr and Irvine, and of SCL, a US-owned con-

big investment in upgrading its plant making vitamin C. Roche employs 690 people at Dalry.

Elsewhere in North Ayrshire, the waterfront at Ardrossan is to be developed: Clydeport, the privatised port operator, is investing £12.5m in a yacht marina and housing project.

Down the coast at Ardeer Point, the Millennium Commission has offered £5m for a permanent exhibition on the theme of invention, linked to Alfred Nobel, the inventor of dynamite who established what is now the ICI plant. Matching funding for the £10m scheme will have to be raised.

Over in East Ayrshire, the Austrian company Egger wants to build a plant making chipboard in the depressed southeastern part of Ayrshire. Its subsidiary Eltimate has applied for



Prestwick airport is enjoying a revival, but businesses are lobbying for a change in air freight rules

■ Air traffic: by James Buxton

# Prestwick takes off again

Aggressive marketing by operator PIK is revitalising Ayrshire's airport

No one who visited Prestwick airport three or four years ago could fail to be impressed by what is going on there now. In 1992 the large passenger terminal was embarrassingly empty - fewer than three dozen passengers passed through it in the whole of that year, and they had been diverted. The situation was only slightly better in 1993.

Now, although there are periods in the day when the passenger terminal is fairly quiet, usually there are clusters of travellers to be seen checking in. And although airfreight business never deserted Prestwick, there are now noticeably more wide-bodied cargo aircraft passing through.

Prestwick airport is one of Ayrshire's recent success stories. It used to be a source of controversy as local politicians fought to retain the special legal status that required transatlantic flights from Scotland to use it.

Now the people of Ayrshire, most of whom are unshakable in their belief that Prestwick is one of the finest airports in the world, have had to put their money and their energy into making it work and succeeding.

The decline of Prestwick began in the 1980s and accelerated in 1990 when the government reluctantly abolished its special status. Passenger services immediately migrated to Glasgow airport, seen by travellers as more convenient than Prestwick, which is 30 miles south-west of Glasgow. That counted for more than the fact that Prestwick is almost never closed by bad weather.

Then in 1992 BAA (British Airports Authority) sold Prestwick to PIK Ltd, a consortium of businessmen and local authorities chaired by

Lord Younger of Prestwick, the former defence secretary and local MP. Later the councils were obliged by the government to sell their stakes.

PIK takes an unusual approach to running airports. Unlike many airport operators it does not subcontract any services: at Prestwick all are provided by the airport company, from ground handling to duty free sales. The 313 airport staff are expected to be flexible and do more than one job.

It also takes an aggressive approach to marketing. "A lot of airports just sit back and largely let the market deliver business to them," says Mr Hugh Lang, PIK's managing director. "We can't afford to do that; we go out and get it."

PIK (the name comes from the airport's international identification sign) began with an effort to win back charter and scheduled passenger flights. It remedied the absurdity that although the railway from Glasgow runs little more than 100 yards from the airport terminal, trains did not stop there. In September 1994, Strathclyde regional council and ScotRail opened a new station, connected to the terminal by a covered walkway.

Through ScotRail, PIK offers free rail travel to the airport from any station in Scotland and a £5 flat fare from Prestwick to Scottish stations for incoming passengers. "We expected this to encourage the charter business; we didn't realise scheduled carriers would like it too," says Mr Lang. But he warns that with passenger numbers growing, the concessions are under review.

Passenger throughput reached about 120,000 in 1994 as charter airlines resumed operating from Prestwick. Later that year a breakthrough was achieved when scheduled services started up again as the Irish airline Ryanair launched a low cost service to Dublin.

That was followed last autumn by Ryanair launching a service to London Stansted with the lowest return fare of £59 - marginally below that charged this year by EasyJet between Edinburgh, Glasgow and Luton. Meanwhile, Gill Airways started scheduled flights to Belfast.

This year Prestwick expects to handle 560,000 passengers, with the line-up of charter airlines boosted by Laker Airways. Next year Thomson Holidays will begin flying from Prestwick, and the airport is hoping to handle 750,000 passengers.

PIK initially offered Ryanair greatly reduced handling charges, while the fact that PIK provides all airport services itself offers scope for cross-subsidy. Great Holidays, the airport's own travel company, which runs its own charter flights, makes a loss.

Nevertheless PIK itself has made profits from its first year of existence: in 1995-96 pre-tax profits were £1.24m on sales of £14.2m.

Prestwick expects to gain more passenger traffic when the European Union's third package of aviation liberalisation measures come into force next April, allowing airlines to fly between any two points in the EU. "I predict there will soon be a Prestwick-Amsterdam service, and several others," he says.

The airport has also had success building up its freight traffic, which has grown from 16,000 tonnes in 1992 to an anticipated 45,000 tonnes this year. There are now 13 regular freight services a week, operated by FedEx (as Federal Express of the US is now known), Cargolux of Luxembourg and Lufthansa.

Mr Lang says PIK persuaded Cargolux to make Prestwick a regular stopover point. "They were overflying us on the great circle route from Seattle to Luxembourg and forwarding the freight from there by road, much of

it to electronics plants in Scotland," he says. "We persuaded them it made sense to land at Prestwick on the way and discharge cargo here."

Further expansion of freight will depend heavily on a change in international regulations which prevent a freight carrier which lands at a UK airport from the US taking on freight for delivery to another airport in Europe or elsewhere, except with special permission.

These rules inhibit the growth of airfreight services from Prestwick. The airport and the Scottish business community has recently stepped up a campaign to persuade the British government to agree a change in the rules in a new aviation agreement with the US. The Scots have high hopes that this could emerge from the current discussions about the possible alliance of British Airways and American Airlines.

If air freight were liberalised, wide-bodied freighters could unload at Prestwick and their cargo be taken on by smaller aircraft. Prestwick would then become an airfreight hub.

PIK plans to invest £10m next year in a new 100,000 sq ft airfreight warehouse, the first stage of a 600,000 sq ft project. It hopes to obtain funding from Enterprise Ayrshire, the development body, and from the European Regional Development Fund.

"We are building the hub in the belief that there will be liberalisation," Mr Lang says. "There has to be a change - it doesn't make sense to continue using rules on airfreight that were laid down in 1944."

But it is far from certain that the current discussions between the US and UK governments will in the short term yield a new aviation agreement. However supporters of Prestwick are convinced that in the long run liberalisation of air freight is inevitable.

PROFILE GREENWICH CALEDONIAN

# Speeding up the service

The aero-engine plant can now offer a guaranteed turnaround

"If a customer's got a piece of equipment with a very large amount of capital locked up in it, he wants to be sure that the equipment is going to be serviced as quickly as possible and get it back earning again," says Mr John Horsburgh.

In this case the equipment is aero-engines, worth between \$500,000 and \$1m each. Mr Horsburgh is managing director of Greenwich Caledonian, which operates an engine servicing plant near Prestwick airport.

Three years ago the plant began what it called Project 35, the aim of which was to reduce servicing time from 70 days to 35 days. Mr Horsburgh says Greenwich Caledonian can now offer a 35 day turnaround to any customer with this requirement, thanks to significant changes in the plant's operating process.

"Not all customers want 35 days, but what they do want is to have the engine back when we said we would return it," he says. That was not always possible in the past.

Greenwich Caledonian is part of Greenwich Air Services, a US company with headquarters in

Miami, Florida, which in June this year acquired the Prestwick plant from Aviall, another US group.

The Prestwick plant was set up in 1980 by British Caledonian, the UK airline. British Caledonian sold it in 1987 to Ryder Systems of the US, which ran it in conjunction with an aero-engine plant at Dallas, Texas. In 1993 Prestwick was spun out of Ryder and sold to Aviall, which this year sold it to Greenwich.

Greenwich Air Services claims to be the biggest independent aero-engine service company in the world, running a larger service operation than the aero-engine industry's three original equipment makers, General Electric, Pratt & Whitney and Rolls-Royce. It is about the same size as the operations of the main airlines.

Greenwich is a privately-owned company whose main shareholder is Mr Eugene Conese, its chairman and chief executive.

It has service centres in Miami, Dallas and Prestwick and annual turnover of about \$750m. Of this, around \$250m is contributed by the Scottish subsidiary, which in 1984 turned over \$40m.

Each of Greenwich's three centres specialises in a different engine family: Prestwick concentrates on the General Electric CF6 range of aero-engines, the

big turbofans which power the McDonnell Douglas DC10 and MD11 aircraft, as well as the Boeing 747 and 767, and the Airbus 300 and 310. The plant also handles the smaller CFM56 (made by a joint venture of General Electric and Snecma of France) which powers aircraft such as the Boeing 737 and the Airbus 319 and 320.

Greenwich Caledonian does its own sales, marketing, billing and administration in its product sector. Its customers include many leading airlines, including British Airways (but only for the DC10s it inherited from British Caledonian), the South Korean airline Asiana, Federal Express and the US military. Last month it signed a 10 year agreement worth \$70m with LOT Polish airlines for its Boeing 767 and 737s.

Engines are normally sent in for service when their exhaust gas temperature margin - a measure of their output effectiveness - falls to unsatisfactory levels. The flying hours that the engine can achieve between services depends partly on how many cycles (take offs and landings) it performs.

The airlines send their engines by airfreight to a European airport where Greenwich Caledonian collects them by road. When the engine reaches Prestwick it is stripped down and faulty or worn

components replaced.

The Prestwick plant works 24 hours a day for 361 days a year, using a workforce divided into four shifts, each working a 6 hour day.

To implement Project 35, the entire servicing process was examined and changes made to simplify the flow for all engine types and eliminate waste. New equipment was installed.

The plant specialises in precision engineering. Of the 950 people it employs (the maximum the plant has had in its history) some 85 per cent are qualified engineers or mechanics. All mechanics have to sign off their work, and documentation has become even more significant following the ValuJet crash in the Florida Everglades earlier this year.

The company takes on apprentices each year and trains all its employees on the job.

The plant has been qualified to the ISO9002 standard and operates its own open learning scheme to enable employees to broaden their education and hone their skills.

Mr Horsburgh, who was running the Prestwick plant for a year before Greenwich Air Services bought it, says the change of ownership has not changed the way the plant operates.

James Buxton

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Working together for Ayrshire

هكزان الكحل



Training: by David Land

# Value added schemes

### New initiatives have been launched for school leavers, and the Internet

In Scotland, the successor to the Youth Training Scheme has been branded as Skillseekers. School leavers are encouraged to gain qualifications in the workplace, with Scottish Vocational Qualifications being granted by Scottish Vocational Educational Council (Scotvec) based in Glasgow.

The value accorded to the accredited qualifications by both employers and trade unions has helped Skillseekers gain more credibility than previous youth training schemes.

"There are already more than 1,000 local companies, from engineering through to textiles, taking part in the programme and reaping the rewards," says Ms Janis Mitchell, senior training executive at Enterprise Ayrshire.

There are 3,300 trainees, with more than half having employed status which entitles them to the going rate for the job as opposed to the £40 per week Skillseekers allowance. Some 70 per cent of people go into employment or higher education on completion of the programme.

Increased competitiveness, higher productivity and staff motivation are some of the benefits for employers, according to Ayrshire Enterprise. SVQs can benefit business by guaranteeing that employees can do their job to a nationally recognised standard, Ms Mitchell says.

Mr Bill Kerr, general manager of the Malin Court Hotel in Turnberry, commends the Skillseekers scheme to other employers.

"Helping train a young person makes people think more about their own jobs and that leads to higher standards. Our experience of the Skillseekers scheme has been very positive," he says. Lianne Balfour, 19, in her third year of Skillseekers training, is currently a commis (junior) chef at Malin Court and has ambitions of rising through the ranks to be head chef and eventually run her own business.

The majority of young people enter the Skillseekers at Level 1 of the SVQ, a basic foundation level, or level 2 which is roughly equivalent to English GCSE school qualifications. The level 3 qualification is for more complex or supervisory grade work. Trainees at Level 3, with additional subjects, can qualify for a "modern apprenticeship".

"The word apprenticeship has a traditional ring to it," says George Dunlop, Enterprise Ayrshire's co-ordinator of the modern apprenticeships programme. But modern apprenticeships now cover a much wider number of jobs in a variety of modern industries ranging from banking and retailing, to engineering and plumbing.

"At the moment there are about 25 types of modern apprenticeships available to young people in Ayrshire. This figure is increasing all the time and by next year we hope to offer a choice of 50."

Katie McRobert, a 17-year-old trainee greenkeeper at the Belleisle Golf Course in Ayr, is a modern apprentice working towards a Level 3 Scottish Vocational Qualification (SVQ). "I am on target to complete my SVQ in about two and a half years. At that point I will be a qualified greenkeeper and there will be even more choices available to me, such as



More than 3,300 trainees and 1,000 local companies are taking part in the Skillseekers programme

going into full time work or applying for agricultural college where I can study for even higher qualifications," she says.

She spends one day a week at college where her progress is assessed by the training and development team at South Ayrshire Council.

CyberSkills is a new initiative which is relevant to school leavers and to other groups who want to learn about the information superhighway. It is the first of its kind in Ayrshire.

It began as a programme aimed at teaching unemployed people about the information superhighway, including the World Wide Web (WWW), e-mail, PC-based video conferencing and on-line data searches. Enterprise Ayrshire was impressed with the concept but wanted to adapt to make it suitable for a number of other audiences.

"We wanted a dispersed model, one which can be used in different locations to different audiences throughout the community. An

internet simulation CD-ROM had been produced for use in places like village halls where you cannot get a modem connection to the internet," says Ms Sue Jones, development manager at Enterprise Ayrshire.

Eight training providers are tailoring the course material to specific audiences. These range from the agricultural college at Auchincruive which is laying on courses for farmers, and the Carnegie library in Ayr where courses for the general public are available.

Ms Angela McCormack manages the CyberCentre at the Carnegie Library. Fifteen computers are connected to the internet and for £40 people can enrol in a course which has been adapted from the CyberSkills programme. The four hour introductory course explains the internet and covers e-mail, the www and the use of on-line searches using search engines such as Lycos and Yahoo.

"It is like learning the piano, there is no substitute for hands-on experience," Ms McCormack says. "The courses are very popular and we attract a wide range of people." There is particular interest in e-mail among the proprietors of small businesses," she adds. The Carnegie Library is one of the training providers who operate the CyberSkills programme commercially. A study commissioned by Enterprise Ayrshire showed that the majority of small or medium sized enterprises in the area were lacking in computer skills. "There was a clear case of market failure," says Mr David Anderson, director of skills and training at Enterprise Ayrshire. "There is a risk that even if Ayrshire businesses do not grasp the opportunities presented by information technology their competitors will."

The Ayrshire tourist sector is one which could benefit from the expansion in the internet, with businesses able to promote themselves using the World Wide Web and take bookings by e-mail.

PROFILE FULLARTON COMPUTER INDUSTRIES

# Assembling parts to a hi-tech spec

### The computer industry contract manufacturer is expanding locally and abroad

In the last three months Fullarton Computer Industries has taken on 450 extra people, increasing its workforce to 2,000 and consolidating its position as one of Ayrshire's largest private sector employers. The upturn in demand is so great that it will sell £150m worth of components and sub-assemblies to the computer industry this year, compared with £85m last year. Production comes from Fullarton's seven Scottish plants, all within five miles of the head office in Kiltwating. The company is one of the biggest British-owned contract manufacturers to the computer sector.

Fullarton also has two plants in North Carolina, US, which employ 600 people and where sales will be \$80m this year.

The company was founded in 1978 by Mr Allan McLuckie, now managing director, and five colleagues when their employer, a night storage radiator manufacturer, ran into difficulties. At first their company made farm gates and electricity meter boxes but the aim was to become a contract manufacturer to the electronics industry.

Now International Business Machines and Compaq - both of which have plants in western Scotland - feature prominently in Fullarton's list of customers. In addition to making the cases and cables for PCs, Fullarton buys and assembles items such as power supplies and disc drives to the customer's specification. After leaving Fullarton's production line, the computer boxes require only five minute's extra

work before they are complete. Fullarton has been a subsidiary of the Laird Group, the London-based car parts, plastics and building products group, since 1985.

Mr McLuckie describes Fullarton as the meat in the sandwich between the multinational suppliers of PCs and the end user. In addition to being able to produce to a high specification in terms of price, quality and delivery time, Fullarton has to select multinationals who will be successful in selling their product. "We have to get into bed with ones we think are going to be winners," he says.

Mr McLuckie predicts that there will be a shakeout in the PC industry as the millennium approaches. Some of the existing PC makers will be burned off by increasing competition, particularly

during the holiday season. Mr McLuckie, who was born and brought up locally, is adamant that Fullarton remains committed to the close-knit local community and that expansion abroad will safeguard the investment in Ayrshire rather than threaten it.

"Many of the 2000 people here are related to each other. We are close to our workforce and make sure that they know what the company is doing," he says. Every three months the staff are invited in groups of 80 to the company's training centre where they hear details of the company's sales, profitability, investment programme and the state of the market.

"People want to hear it from the horse's mouth," says Mr McLuckie who reckons it takes him about three working weeks each year to make these presentations. "It is time and money well spent."

Although Fullarton has so far grown organically, Mr McLuckie does not rule out the possibility of making takeovers in the future, pointing out the acquisitive nature of the holding company, Laird Group. "It has been a good marriage," he says. "I report to people who understand the business."

Mr McLuckie, who with John Gillilan, the company's commercial director, owns a racehorse, insists he will leave the company as soon as he ceases enjoying the business and it is "time to go to the paddock."

Despite a reluctance to make detailed predictions about the company's future, Mr McLuckie, who is 51, looks relaxed and confident. It seems doubtful that he is ready to be put out to grass for some time.

David Land

### Fullarton is committed to the close knit local community

from China, he believes. However this will be offset by the entry of new players who are currently making high value components for PCs but want to become original equipment makers. He thinks that Sony of Japan has the production and marketing expertise to be successful.

Next year Fullarton will open a factory in Ireland, where there are a number of multinational computer manufacturers. In addition to supplying customers in Ireland, the plant could relieve pressure on the Scottish factories when staff numbers are low



Turnberry championship course: golf is an essential part of Ayrshire's identity as well as a tourist attraction

Tourism: by David Land

# On course for growth

### Golf and Robert Burns are the region's prime attractions for visitors

It is breakfast time at Copper Beech, the guest house run by George McLardy and his wife in an elegant leafy avenue in Bentsick Drive, Troon.

A middle aged couple from York eat their breakfast as Mr McLardy advises them on the local golf courses. The previous day they had played the course at Girvan and judged the £11 green fee to be a bargain. The £90 fee at the championship course at Royal Troon - only a few hundred yards from the B & B - was prohibitive.

Their week's holiday, which included a few days at Crieff in Perthshire, was judged to be a success and they were delighted with the McLardys' establishment.

The carafes of iced water on the breakfast table - "the Americans like it" - are part of the McLardys' effort to

cater for the US golfers who make up an important part of the clientele.

"The Americans can fax me with what courses they want to play and I will make the booking for them," Mr McLardy says. The McLardys only opened their home to the public three years ago and already have an occupancy rate of 80 per cent. Behind the couple's cheerful outgoing welcome - a common feature in the extrovert west of Scotland - there is a gritty determination to deliver an outstanding product.

Golf and Robert Burns are an essential part of Ayrshire's identity as well as its tourist appeal. Golfers throughout the world will see the leading players battle it out over Royal Troon's course in the Open Golf Championship. However, many will only have a sketchy idea where Troon is, in the same way that many more people can sing Auld Lang Syne than know it was written by Robert Burns, Ayrshire's most famous son. This task of raising the

profile of Ayrshire and its attractions falls to Mr Paul Buchanan, chief executive of Ayrshire and Arran Tourist Board.

He acknowledges that Ayrshire will not compete with the "bucket and spade" market segment who head for the Mediterranean each year, but points to the affluent "grey panthers" who have retired on a healthy pension and have the time and money to take up to five holidays a year.

"The trouble is that people in the south east of England think of us as remote. Hopefully the Ryanair fare of £49 return between Stansted airport and Prestwick will make a big difference," Mr Buchanan says.

Culzean castle, a leisurely 40 minute drive from Troon, is the most popular of the National Trust for Scotland's properties, with 200,000 people visiting each year. The castle, which was restored by Robert Adam, the renowned Scottish architect, in the late 18th century, commands a stunning view over the Firth of Clyde from its dramatic cliff-top vantage point.

Culzean was donated to the National Trust for Scotland in 1946 by the 5th Marquess of Ailsa, a member of the Kennedy family which had been prominent in south Ayrshire since the 12th century.

The castle was in a poor condition when it was donated, but has been restored to its former glory. The Adam features - a grand oval staircase and the saloon overlooking the Clyde

- are particularly impressive.

The public is not admitted to the Eisenhower suite at the top of the castle, but for £300 a night guests can stay in the apartment which was made over to Dwight D Eisenhower during his lifetime by the 5th earl. Eisenhower stayed at Culzean four times.

"This is a place I can relax," he wrote. There is an Eisenhower exhibit, telling the story of the soldier turned politician which is particularly popular with American visitors.

Looking to the future, Mr Buchanan points to the continuing development of the Scottish Maritime Museum at Irvine. Already the museum has impressive exhibits including a lifeboat and restored shipyard worker's tenement flat.

The Victorian engine shop from Stephen's shipyard at Linthouse, Glasgow, has been rebuilt at Irvine and is being prepared to house important exhibits relating to Scottish maritime history. The museum is also restoring the clipper Carrick to its former condition as an emigration ship. It will take 10 years to complete the work on the ship which pre-dates the Cuiry Sark.

Tourism brings in more than £200m to the Ayrshire economy and the sector employs 7,000 people. If the various agencies, such as the tourist board and Enterprise Ayrshire are successful, these figures should grow and more people will enjoy the sight of the sun setting over the Firth of Clyde.

# Do you know who we are?

We own and operate these businesses in the United Kingdom

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- Facilities Maintenance
- Food Preparation & Distribution for major chains' own labels
- Property Portfolio Administration
- Specialist Retail Shops
- Airline Freight Handling
- Specialist Transport Maintenance
- World's most advanced wireless commercial Fire / Intruder / Access and Industrial Control Technology
- Property Development
- "Scottish Larder" gourmet chilled foods (Harrods, other fine stores)
- Aircraft Ground Handling
- Specialist & Secure Parking
- Meteorological Data Collection
- Airport Ticketing and Check-in
- Motor Transport Paintworks
- Travel Agency
- Airport Security Passengers and Freight
- Holiday Tour Operator (ATOL 3389)
- Tax and Duty Free Sales

Did we mention that we recently built and now operate our own main line Railway Station? And a unique national Rail Travel scheme called the AirTrain?

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If you think we might make beautiful music together, profitably mull over an opportunity or perhaps just chat constructively about a problem, why not drop a line to our Chairman, Lord Younger of Prestwick. If you prefer to speak with someone today call Sandra Clarkson on 01292 511115 extension 5000.

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INTERNATIONAL CAPITAL MARKETS

Renewed interest in sterling from abroad

INTERNATIONAL BONDS

By Samer Iskandar and Conner Middelmann

While borrowers continued to tap strong demand for Italian lira bonds, with two foreign banks raising a total \$400bn, the sterling sector saw renewed interest from non-resident issuers yesterday.

Eisewhere, almost \$1bn was raised by motor vehicle manufacturers Toyota and Ford - the latter through its Brazilian subsidiary.

ABN-Amro, lead manager of the Ford Brazil deal, said it was "delighted" by the strong investor demand, despite the fact that there was no offering under SEC Rule 144a.

The bonds proved popular among retail investors in Switzerland, the Benelux region, the UK and Germany, as well as offshore accounts of Latin American origin.

demand was boosted by Ford's recent release of solid third-quarter results.

The transaction was the first leg of a \$500m euro-MTN programme. The proceeds will be channelled to Brazil as part of a \$2bn capital investment plan.

Eisewhere, DePa Finance tapped the French franc market for FF1.5bn. The 12-year maturity is DePa's longest - apart from a small retail-targeted deal in Canadian dollars according to Mr Frank Rühlmann, DePa's treasurer.

"The French franc market is strategic for us, in view of the forthcoming Euro," he said, adding that DePa's acceptance in the sector had improved substantially. The borrower can now obtain final financing costs in francs of Libor flat - as in yesterday's issue - and sometimes even sub-Libor funds.

"We could have obtained tighter terms," Mr Rühlmann said, "but we chose to ensure good placement by being generous by a couple of basis points."

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, Book-runner. Includes entries for US Dollars, Euro, and other international currencies.

Syndicate officials said the paper was easily sold to French and Swiss-based investors. DePa also expects some bonds to filter through to the UK in coming days, but doubts any significant amount will go to Germany.

man, now that French yields are below those of the UK, Mr Rühlmann said. The cash market was likely to be squeezed for technical reasons in coming months, with only one auction of long-dated bonds between now and the end of the year, he added.

points higher than gilts, which later tightened to 1 point. Both are rated triple-A by Moody's and S&P.

The Province of Quebec also returned to the sterling market after an absence of several years to issue \$150m of 15-year bonds - the first state bond at the long end of the sterling yield curve for nearly two years, lead manager SBC Warburg said.

The issue was priced to yield 73 basis points at launch but it was over-subscribed and the spread tightened to 70 basis points. The bonds were placed mainly with UK institutions such as insurance companies and pension funds.

Bank Austria, the country's largest commercial bank, issued \$100m of 15-year subordinated bonds, the longest-dated sterling debt it has issued to date.

The bonds were targeted at a similar investor group and according to lead manager SBC Warburg, the issue was also over-subscribed. The yield spread tightened from 45 basis points over gilts at launch to 42 points.

Fears on Russia hit sentiment towards Europe

GOVERNMENT BONDS

By Richard Adams in London and Lisa Bransten in New York

Fears over growing political instability in Russia after the dismissal yesterday of Mr Alexander Lebed, chief of security, dampened investor sentiment towards European government bonds, with German futures drifting lower. Germany is most vulnerable to events in Russia because of its investments in the former Soviet Union.

Analysts, however, were quick to downplay the implications. Mr Stuart Thomson, international economist at

Nikko Europe in London, described the market's reaction to the events in Russia as "a storm in a teacup. There is a 90 per cent chance there will be no follow-through."

On Life, the news from Russia drove the December bond contract to an intraday low 99.04, but the future later recovered to settle at 99.19, down 0.05 on the day. Ms Ros Lifton, an international economist at HSBC Markets in London, said that bonds looked solid in the medium term, in spite of yesterday's wobble.

"Our view is fairly positive through to the end of the

year, basically because there has not been a change in the economy's fundamentals," Ms Lifton said. "On top of that, there is the benefit of a supply squeeze in the 10-year area, until early next year."

UK gilts firmed after falling sharply on inflation fears on Wednesday. December futures on Life settled at 109.4, up 1/8. On the cash market, the benchmark 10-year closed at 99.4, up 1/8, with the 10-year yield spread over Germany narrowing by 3 points to 163 basis points.

Mr Simon Briscoe, UK economist at Nikko Europe, said Wednesday's fall had followed several days when

gilts had been at recent highs. But he thought current prices were reasonable. "The spreads we've got against Germany are in the middle of the 100-180 range most people see the market in," Mr Briscoe said.

The cash market was likely to be squeezed for technical reasons in coming months, with only one auction of long-dated bonds between now and the end of the year, he added.

Italian bonds made a recovery on Life, with the December BTP contract rising from 121.87 on Wednesday to 122.11 yesterday. The cash market also rose, with

the benchmark 10-year bond rising 14 basis points to 107.74, yielding 8.32 per cent, taking its spread over bonds to 242 basis points, down 2 points on the day.

Ms Alison Cottrell, international economist at The White Group in London, said that the value of Italian bonds was based on solid domestic demand, rather than simply convergence trading around possible European monetary union.

"I'm of the opinion that Italy will outperform the other high-yielders in the near term," Ms Cottrell said.

Trade in London in Japanese government bonds picked up. Life December JGB futures rose to 122.82 by late afternoon, up from 122.74 in Tokyo.

There was little market reaction to the news from Russia.

Next, midday, the benchmark 30-year Treasury was up 1/8 at 99 1/2, yielding 6.816 per cent, while the two-year note added 1/8 to 100 1/2, yielding 5.889 per cent. The December 30-year bond future climbed 1/8 to 111.

BENCHMARK GOVERNMENT BONDS

Table with columns: Country, Coupon, Price, Yield, Week Month. Lists benchmark government bonds for various countries including Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, and US Treasury.

BUND FUTURES OPTIONS (LIFE) DM250,000 points of 100%

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows bund futures options data.

ITALY

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Italian government bond futures data.

SPANISH

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Spanish government bond futures data.

UK

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows UK government bond futures data.

LONG GILT FUTURES OPTIONS (LIFE) £50,000 84ths of 100%

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows long gilt futures options data.

FRANCE

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows French government bond futures data.

GERMANY

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows German government bond futures data.

US

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows US Treasury bond futures data.

JAPAN

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows Japanese government bond futures data.

FTSE Actuaries Govt. Securities

Table with columns: Price Indices, Yield, Spread, etc. Shows FTSE Actuaries government securities data.

FT Fixed Interest Indices

Table with columns: Govt. Secs, FTSE, etc. Shows FT fixed interest indices data.

FT/ISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Cng, Yield. Shows FT/ISMA international bond service data.

NatWest gives terms of \$5bn securitisation

By Conner Middelmann

Although the UK syndicated loans market continues to be dominated by relatively small transactions, two larger deals have attracted most attention this week.

NatWest Markets yesterday unveiled the terms of a credit facility it is putting in place in connection with the planned \$5bn securitisation of some 300 corporate loans on its books.

The planned liquidity backstop facility for up to \$2.5bn, backing the issuance of commercial paper in the name of Boreas Funding Company, a special-purpose vehicle.

The facility is being arranged by NatWest Markets, which will approach a number of banks in the coming days to underwrite \$500m portions. The facility has a maturity of 364 days and is zero-weighted in accordance with Bank of England guidelines.

The terms and conditions were not far off estimates that had been circulating around the market in recent weeks. The commitment fee will be up to 2.5 basis points, and in the event the

facility is drawn for liquidity purposes to support the CP programme, the margin on drawings will be up to 25 basis points.

Banks joining the facility will need short-term credit ratings of at least A1/P1. Elsewhere, British Airways announced a \$2.5bn financing facility being arranged by Bank of Tokyo, Mitsubishi, Fuji Bank, ICB, Mitsubishi Trust and Banking and NatWest Markets.

The purpose of the facility is to assist the airline in financing a substantial number of its 19 new Boeing 747-400 and 13 new Boeing 777-200 aircraft, which are due for delivery between now and the end of 1998. It will enable individual aircraft to be financed in a number of different ways, with a maximum term of 15 years.

The underwriters have been prohibited by the borrower from revealing the terms of the deal. BA's interest margins on aircraft financing loans have fallen consistently over the past three years, from 52.5 basis points over Libor in early 1994 to 27.5 basis points in May.

This reflects the overall sharp compression of 7.5 basis points, participation spreads in the syndicated loans market over that period.

TOP ARRANGERS OF INTERNATIONAL CREDITS\*

Table with columns: Manager, 1996, 1995. Shows top arrangers of international credits for 1996 and 1995.

US INTEREST RATES

Table with columns: Rate, Bid, Offer, etc. Shows US interest rates for various terms.

BOND FUTURES AND OPTIONS

Table with columns: Strike, Price, Nov, Dec, Jan, Mar, May, Jul, Sep, Nov, Dec, Jan, Mar. Shows bond futures and options data.

UK GILT PRICES

Table with columns: Issue, Yield, Bid, Offer, etc. Shows UK gilt prices for various issues.

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DEUTSCHE MARK STRAIGHTS

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UK INTEREST RATES

Table with columns: Rate, Bid, Offer, etc. Shows UK interest rates for various terms.

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2 PRIVATE FINANCE INITIATIVE: POLITICS

AGREED PROJECTS (£m)

|                                       |                 |
|---------------------------------------|-----------------|
| <b>Scotland</b>                       |                 |
| Skye Bridge                           | 24              |
| Dumfries District Council             | 40              |
| Other Scottish Health                 | 20              |
| <b>TOTAL</b>                          | <b>84</b>       |
| <b>Wales</b>                          |                 |
| University Hospital                   | 6               |
| Oleira                                | 16              |
| <b>TOTAL</b>                          | <b>22</b>       |
| <b>Northern Ireland</b>               |                 |
| Bangor - Kinnegar Water               | 20              |
| Laganside development                 | 50              |
| Other Northern Ireland                | 6               |
| Westlink Roads Service                | 10              |
| <b>TOTAL</b>                          | <b>86</b>       |
| <b>Home Office</b>                    |                 |
| Bridgend Prison                       | 80              |
| Fazakerley Prison                     | 80              |
| Lowdham Grange Prison                 | 36              |
| Immigration Nationality Dept          | 41              |
| Other projects                        | 6               |
| <b>TOTAL</b>                          | <b>244</b>      |
| <b>Defence</b>                        |                 |
| Geran White vehicles                  | 52              |
| LISA Partnering                       | 30              |
| RAF White Vehicles                    | 35              |
| Others                                | 30              |
| <b>TOTAL</b>                          | <b>147</b>      |
| <b>Transport</b>                      |                 |
| Channel Tunnel Rail Link              | 3,000           |
| Dartford Bridge                       | 150             |
| Northern Line trains                  | 400             |
| Heathrow Express                      | 300             |
| (since transferred to private sector) |                 |
| Second Severn Crossing                | 300             |
| Six DBFO Roads:                       | 472             |
| A69                                   | 10 (tranche 1)  |
| A1 (M)                                | 144 (tranche 1) |
| A417/A419                             | 33 (tranche 1)  |
| A1 - M1                               | 200 (tranche 1) |
| A50                                   | 20 (tranche 1A) |
| A30                                   | 75 (tranche 1A) |
| <b>TOTAL</b>                          | <b>4,622</b>    |

(capital value of DBFO programme announced is more than 1bn - 37 projects)



|  |            |
|--|------------|
| <b>Social Security</b>                     |            |
| National Insurance                         | 150        |
| Computers                                  | 120        |
| BA/POCL                                    | 80         |
| Longbenton-Newcastle                       | 350        |
| <b>TOTAL</b>                               | <b>680</b> |
| <b>Health</b>                              |            |
| Amersham DGH                               | 40         |
| St James', Leeds                           | 50         |
| Royal Berks & Battle                       | 20         |
| Norwich & Norfolk DGH                      | 170        |
| Swindon & Marlborough                      | 90         |
| Central Middlesex                          | 4          |
| Smaller deals                              | 85         |
| <b>TOTAL</b>                               | <b>459</b> |
| <b>Environment</b>                         |            |
| Waltham Forest HAT (170 new housing units) | 15         |
| <b>National Heritage</b>                   |            |
| Royal Armouries                            | 42         |
| <b>Green</b>                               |            |
| Greenwich student accommodation            | 11         |
| <b>Treasury</b>                            |            |
| Main building                              | 190        |
| <b>Inland Revenue</b>                      |            |
| Regional HQ, Manchester                    | 15         |
| <b>LCD</b>                                 |            |
| LOCOS computer system                      | 25         |

Profile: Michael Jacks by Alan Pike

# Quick response to valid criticism

The financial secretary is reacting positively to the concerns of potential bidders

When the Confederation of British Industry produced a report calling for changes in the operation of PFI, Michael Jacks, the financial secretary to the Treasury, issued an immediate response agreeing with many of its findings. Mr Jacks, the minister with prime responsibility for promoting PFI, has made a virtue of listening to critics, and acknowledging that they can sometimes be right. "I have never shirked criticism," he says. "It is not a showstopper, it's a help because it highlights where we have to do better. I welcomed the CBI report and viewed it positively because its tone was right, and if criticism is justified it is silly to say we are not going to do anything about it."

Mr Jacks believes the government has already taken

considerable steps towards addressing the complaints of excessive bureaucracy, lack of commercial expertise in Whitehall departments and excessive costs and delays that have been levelled by the private sector at PFI contract negotiations.

He cites the government's Guidelines for Smoothing the Procurement Process document issued this year which, he says, was welcomed by business. Mr Jacks feels it addressed many concerns and "changed the atmosphere" in which PFI negotiations took place. The government has also undertaken to train up to 10,000 civil servants in the skills needed to handle PFI negotiations, with the first 2,000 having completed the programme. "I have never disguised the fact that we will not instantly turn civil servants into business people, but it is an indication of our good intent to address candidly areas of criticism."

But, with criticism continuing, the government is about to go much further.

New guidance issued between now and the end of the year will seek to refine existing PFI arrangements in a number of crucial areas. Mr Jacks promises a "steady flow of material which is going to address many of the areas where there has been continuing criticism."

One of the most significant aspects of the new guidance will be the publication of standard contract terms. "There are complaints that people have to reinvent the wheel every time they do a PFI deal," says Mr Jacks. "We will produce some contract terms which try to standardise the approach for a number of typical situations. This is not to say that everything will be on a standard form - in certain areas such as prisons, the formula is well worked out. But in areas where there is a need for standardisation, this publication will deal with that particular problem. I think it will be widely welcomed."

Other guidance will cover the transfer of equity - addressing the question of



Michael Jacks: seeking to refine existing PFI arrangements

how contractors, having capitalised a project and got it running, can recycle their capital into another scheme - and output specifications. "PFI, in spite of having a large amount of capital in it, is about buying services," says Mr Jacks. "The specification of those services is utterly central to the success of any project. Tight procurement requires a tight specification."

Guidance documents will also address a series of other issues including project appraisal, risk transfer and EU procurement procedures. The next significant step

in the development of PFI, believes Mr Jacks, will be its extension to local government. He sees this as an important opportunity to bring more regional and local companies into PFI partnerships alongside the national groups that have made the running so far. Even critics of details of the PFI's introduction, argues Mr Jacks, recognise that it has quickly become a permanent feature. Initiative, he says, is a word used by politicians to describe an idea that they want to test, but of which they are not really certain. "It has been

suggested that we should now call PFI the Private Finance Institution. Nobody doubts that this partnership of public and private activity is here to stay - given a word or two of interpretation, there is no serious political party that would disagree with that."

Mr Jacks acknowledges that there has been "some slippage" in the time taken to complete deals, and is bracing himself for renewed criticism if targets are missed.

But he responds that this must be set against an increase in the rate of progress - in September 1996 agreed projects totalled £1.4bn, and the cumulative total by last month was £5.7bn.

He accepts that the government's new guidance is unlikely to stop criticism of the way PFI has been introduced. "People will always say we could do better, and I accept that and will continue to welcome the comment. "But we have gone beyond talking stock. We continue to develop the initiative. We continue to post success. When, in the next period, we say that we are going to do more deals we will have some justification for making the claim because the rate at which we are doing deals is speeding up," he says.

Labour: by David Wighton

# Difference in the details

The opposition party backs the initiative, but would refine its implementation

One of the most striking features of the PFI is the high degree of political consensus. The differences, such as they are, relate largely to detail rather than broad principle. But John Prescott, Labour's deputy leader, rejects the suggestion that Labour has come round to the government's way of thinking on private finance. He claims that it was all his idea in the first place.

Whatever its parentage, the major parties are both strong backers of the initiative. They are also, despite the rhetoric, largely in agreement about how the operation of the PFI could be improved. Labour calls for the government to be more selective in choosing projects for PFI treatment and recommends more training for civil servants involved in the process. The government replies that such reforms are already in hand. But Alistair Darling, the shadow chief secretary to the Treasury, insists that there are important differences in approach. Most fundamentally, he argues that it is the

responsibility of government to establish public spending priorities and that the Conservatives' increasing reliance on the PFI means the private sector is deciding which projects go ahead.

On an operational level, he is keen on the idea of having members of the PFI Panel broker early projects, which will then provide blueprints for future deals. He is also critical of some of the large PFI projects currently in the pipeline, which he suggests are little more than attempts to shore up the public finances now at the expense of future liabilities. Although he has not examined the proposed sale of Department of Social Security properties in detail, he says it has all the appearance of a simple "sale and leaseback" deal. "There is nothing new about a sale and leaseback and it is nothing to do with the PFI."

Some cynics believe that a cash-strapped Labour government will be tempted to step up the PFI in order to fund its public spending commitments on the never-never. Labour's reply is that its plans to overhaul government accounting will force Whitehall to be much more rigorous in project appraisals because the future liabilities generated by a PFI contract will be clearly shown on the

national balance sheet. Despite Labour's enthusiasm for the concept of private-public partnerships, Mr Darling says the potential must be kept in perspective. "If people think the PFI is the answer to all our

'If you were not transferring the risk you would not transfer the reward either'

problems, that will condemn it to failure." On the vexed question of the transfer of risk, Mr Darling says Labour would be looking for a more "genuine partnership" between public and private sectors. "That means dividing responsibilities between the public and private sectors according to what they do best. In some cases that would mean transferring less risk to the private sector."

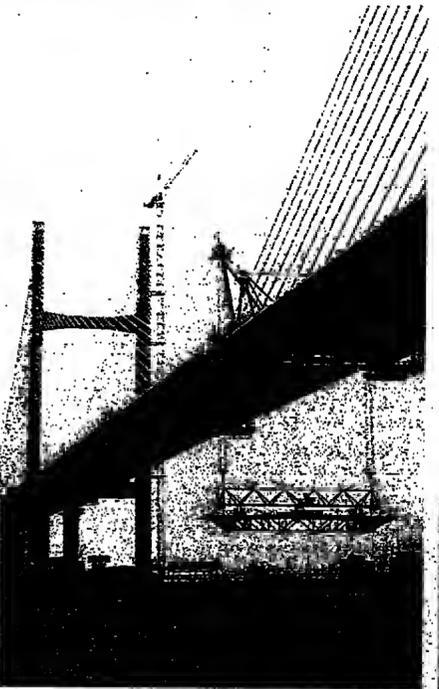
But he strenuously denies suggestions that a Labour government would be a soft touch and PFI projects would become a low-risk gravy train. "If you were not transferring the risk you would not transfer the

reward either. You must not get into the position where the public sector would be left holding the baby while the private sector runs away with the money."

One of the most pressing concerns of companies involved in the PFI is what Labour's attitude will be to its application in controversial areas such as health. Until recently, Labour policy was to exclude PFI from health entirely, as it was seen as amounting to backdoor privatisation.

Some shadow cabinet members are still fiercely opposed to any further private sector involvement in the NHS. But earlier this year, the official position changed to opening up everything but "clinical services". It is not yet clear what it means by clinical services however and Mr Darling concedes that Labour's definition may be rather wider than the government's.

Mr Darling promises to provide a hit more detail at a conference later this month. But frontbench colleagues accept that the party needs to produce a more comprehensive statement of its attitude to PFI in health to reduce the uncertainty in the market. "We really have to sort out our position by Christmas," says one front-bencher.



Construction of the Second Severn Crossing: today, the bridge has a large private revenue stream and involves no payments by the public sector. All the revenue comes from motorists via tolls. The government's role is threefold: it awarded the initial contract; it has enforcement powers in case of default; and it regulates the incomes of the winning Loring-GTM consortium through a cap on toll levels related to the retail price index and a further cap on the revenue the consortium can make over the 30-year concession. *Tony Atkinson*

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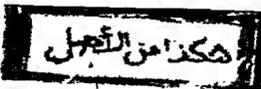
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4 PRIVATE FINANCE INITIATIVE: LOCAL GOVERNMENT

Local government: by Alan Pike

# Promoting partnerships

Projects have been identified and new rules should start the flow of deals

The introduction of PFI in local government has always had the appearance of an exercise in hard work.

It was acknowledged from the outset that the complexities of local government finance, and the relatively small scale of many of its potential projects, might be deterrents to private sector interest. Just as efforts to address these questions were in progress, the High Court added another serious hurdle.

The court decided in May that Credit Suisse could not recover £17m loans from Allerdale and Waltham Forest councils, because the two authorities had acted outside their powers in guaranteeing them. Although not directly connected with PFI, the timing of the judgments - only a month after the launch of

formal attempts to promote the initiative in local government - raised private sector apprehension about partnerships with councils.

But ministers hope that relaxations in local authority capital finance rules, due to be introduced this autumn, will become the starting point for a substantial flow of PFI deals. The new rules are intended to make PFI more attractive to local authorities because appropriate projects will no longer count as a charge against their capital resources.

Councils throughout the country have identified a variety of potential PFI projects - ranging, says Paul Bryans, chief executive of local government's Public Private Partnerships Programme (4Ps), from information technology to crematoria. But he does not expect many of these to move beyond the ideas stage until the new regulations have become established.

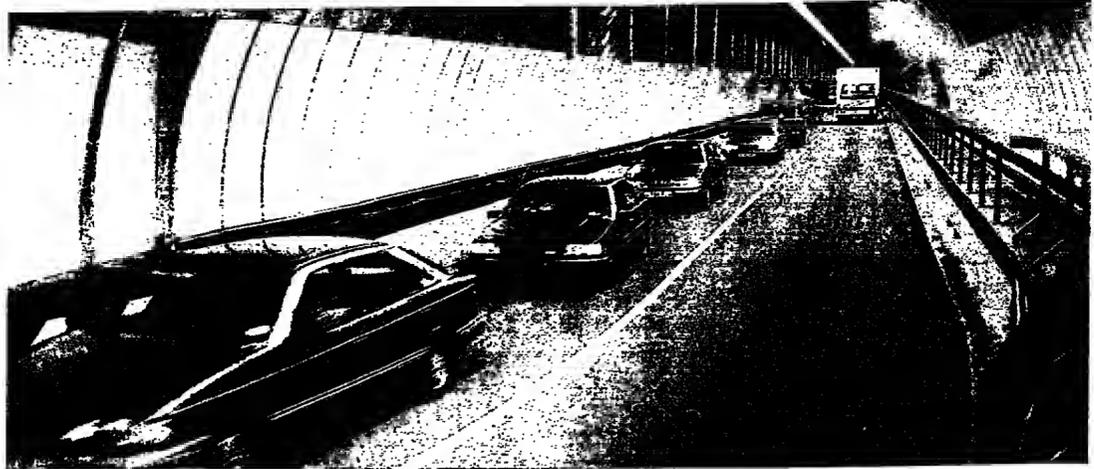
"Local authorities and the private sector are waking up

to PFI opportunities, but getting suitable regulations in place is going to be the driver for completed deals," he said.

There are two fundamental local authority concerns - that PFI should remain voluntary, and that projects should be treated as additional items to councils' tightly-controlled budgets. Local authority representatives have told the government that the spirit of PFI schemes being additional items must be reflected in the annual capping arrangements under which the government limits the total expenditure of each council.

4Ps was set up by the local authority associations earlier this year to promote PFI and other public-private partnerships. This week, 4Ps' staff embarked on a nationwide series of presentations to promote the initiative among councils and widen understanding of potential opportunities.

In addition to raising interest in PFI among councillors and officers, the unit



Not always small scale: highways will yield big schemes for local authorities who are responsible for most road, bridge and tunnel maintenance

has to find ways of smoothing the private sector's path towards completing deals with local authorities. It is currently developing pathfinder projects built around common structures, using standard documentation as far as possible.

This should, says Mr Bryans, help private sector partners assemble portfolios

of smaller projects. He rejects the conventional wisdom that most local government PFI ideas will be small-scale, and by implication perhaps of less interest to the private sector than schemes promoted by Whitehall departments.

"Local government will have its share of very big schemes," he said. "It is

local authorities, rather than the Highways Agency, that are responsible for most road maintenance and for maintaining many bridges and tunnels - so highways will yield big schemes.

"District heating schemes, enabling the private sector to supply and maintain central heating systems to large numbers of homes, also have

the potential to produce big projects.

"But not all local authority PFI schemes need to be big. There are many smaller companies, which could not bid for very large projects, that currently do a great deal of work for local authorities. We need to get the message through that PFI can be for them as well."

Bryans and his colleagues are looking at ways of linking smaller projects together to create suitably-sized PFI packages.

A single PFI contract could, for example, harness private sector resources to refurbish and maintain a group of school buildings - most obviously within one local authority area, but perhaps eventually involving several councils.

If the complicated and rule-bound local government finance structures are a pos-

sible barrier to private sector interest, politics may be another. During the lifetime of a typical PFI scheme, the control of some closely-balanced councils might pass between the political parties several times. Potential private sector partners could regard this as introducing an additional element of uncertainty to PFI in local government.

Mr Bryans does not accept that the political composition of a council will influence its attitude to PFI. "Since 4Ps was set up, we have discussed proposals for schemes with councils of all shades of political control. When a council approaches me with an idea, it does not occur to me to wonder which party controls it. All councils share a common interest in providing high quality services. If PFI can help do this, they will be interested."

Local authority finance

## Using carrot and stick

Sweeping new regulations aim to encourage councils to participate in PFI

New regulations which come into force on October 31 are the most sweeping of a series of recent government attempts to clarify local authority capital finance rules.

David Curry, local government minister, believes they will clear the way for councils to take up PFI. "We intend to give local authorities all the support they need, with experts from government departments ready to work with them to ensure the delivery of practical schemes," he says.

The new regulations address most of the issues that local authority representatives told ministers must be resolved to make PFI viable in the sector.

Provided PFI contracts transfer a sufficient amount of risk to private contractors, they will not count against councils' capital resources.

To qualify, contracts will have to provide for a contractor's payments to be reduced to 80 per cent of normal if service falls below expectations. Ministers had originally proposed a 70 per cent threshold, and the 80 per cent level will make more schemes eligible.

Under the new regulations, PFI contracts will be able to involve either lump sum payments by local authorities to contractors, or revenue sharing agreements.

The government will have power to approve, on a discretionary basis, projects which fail to meet the precise criteria for local government PFI schemes.

There will also be discretion for the government to approve schemes which include input from local authorities' own direct service organisations. This could be a significant factor in persuading some councils, anxious not to put the viability of their in-house services at risk, to adopt PFI. It

might mean, for example, a direct service organisation being contracted to maintain buildings transferred to the private sector under a PFI contract.

Mr Curry has said revenue payments to finance PFI schemes will not be covered by the rules under which local authorities' total budgets are capped by the government - meaning such schemes can be treated as additional to current spending.

This has been welcomed by council leaders, although they remain concerned that the principle is one that might not permanently survive the annual allocation of government grants to local authorities.

Ministers intend to make revenue support of £50m this year and £200m next year available to help get PFI started in local government.

The development of PFI in local government depends on the willingness of councils to participate. Local authorities, unlike central government departments and agencies, are under no obligation to consider PFI as an option when planning capital projects.

But current tight government controls on conventional capital spending will be a powerful incentive for councils to consider partnership with the private sector. Mr Curry has said that schools, police stations, fire stations and roads are all examples of local authority investments that the government regards as suitable for PFI.

Outside the specific requirements of the capital finance regulations, individual councils will retain considerable flexibility in determining the shape of PFI schemes - something which should appeal to potential private sector partners. Substantial issues, such as determining whether the public or private partner owns a capital asset at the end of a contract, will be determined in the local level contract negotiations.

Alan Pike

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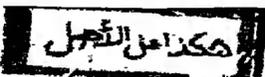


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|                            | 1996-97 | 1997-8 |
|----------------------------|---------|--------|
| Transport                  | 5       | 35     |
| Education                  | 15      | 35     |
| Police, fire and probation | 14      | 45     |
| Social services            | 2       | 5      |
| Magistrates' courts        | 2       | 20     |
| Non-HRA housing            | 10      | 30     |
| Other services             | 2       | 30     |
| Total England              | 50      | 200    |

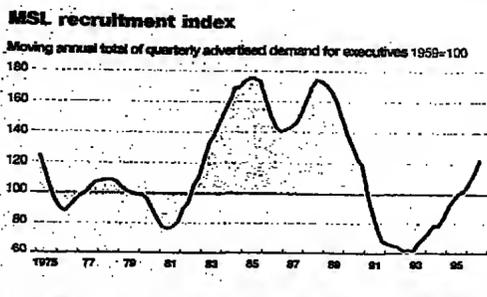
Source: Department of the Environment



RECRUITMENT

The rise may foreshadow problems, says Richard Donkin
Demand quickens

A steady rise in advertising demand for executives from a low point in 1993 appears to be quickening, according to the latest quarterly figures from MSL, the human resources group.



The MSL index, which has a good record of running slightly ahead of trends, is predicting a boost in economic activity towards the year-end. Advertised demand for senior managers is up 31 per cent on the third quarter of 1995.

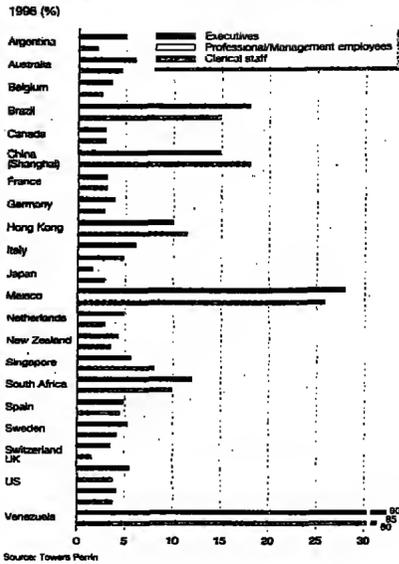
other functions within companies," says Gary Ling, MSL Group chairman. But Ling warns that the figures foreshadow some recruitment problems. "If past experience is an indicator, the scale of the increase in the index will be followed by the appearance of shortages in certain skill areas or industry sectors."

Across the global remuneration gap

The "fat cat" debate about the pay packets of top executives which captures the headlines in the UK has never reached the same intensity in the US. Companies there seem more concerned about the ratio of top salaries in the bottom end of remuneration.

Kong and Singapore (both 38). In Europe, the UK multiple of 19 is the highest among the countries listed, ahead of Italy (17), France (16), Spain (15), Germany (11) and Switzerland (10). Switzerland's comparatively low multiple is explained by its high wages in manufacturing, where employees are the highest-paid in the world - basic gross wages average just below \$50,000.

Salary increases



This explains the "never mind our guys, look at them" flavour of the latest report\* on worldwide remuneration from Towers Perrin, the employee pay and benefits consultancy. The report, based on the company's worldwide pay database, looks at the remuneration of employees in medium-sized companies with annual sales of between \$250m and \$300m a year.

When it comes to after-tax total cash compensation, US chief executives - with net pay averaging \$307,000 a year - are pushed into second place in the world league by Argentine chief executives who earn \$328,000 net on average. Other big net earners at chief executive level are Hong Kong (\$296,000), Brazil (\$282,000) and Singapore (\$286,000). Towers Perrin quotes an average net pay of \$184,000 for chief executives of UK medium-sized companies.

Richard Donkin

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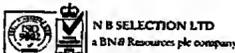
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Producing in-depth, accurate and concise reviews for our institutional customers, your work will be distinguished by its clarity and vision - commenting on portfolio performance, investment strategy, asset allocation, market outlook, buy/sell decisions and individual stock performance. This will involve close liaison with fund managers, thorough understanding of financial markets and the capacity to deliver a heavy schedule to deadline. Accordingly, you will be of graduate calibre, with proven high-quality writing skills. Ref: 1W/16.10/FT.

#### Investment Communications Executive - German Markets.

This is a role at the hub of a department that provides market and fund information to our marketing and sales teams. Specifically, you will support our German marketing team: liaising closely with fund managers, keeping fully abreast of the economic and stock market environment - producing written and verbal presentations that are accurate and informed.

A degree or equivalent in Economics or Business Studies would be ideal, whilst the ability to write on economic and financial matters in both German and English is essential. Beyond that, journalistic, analyst or investment writing experience - and knowledge of the German Mutual Fund industry - would be beneficial. Ref: IE/16.10/FT.

In return, we offer attractive remuneration and career packages - in a company that values the contribution of expert communication.

To find out more, please send your CV with salary details, quoting the relevant reference number to: Chris Woodman, Fidelity Investments, Oakhill House, 130 Tonbridge Road, Hildenborough, Kent TN11 9DZ.



FAX  
01732 832792



MAIL



**KPMG**

## Senior Financial Opportunities

- Gulf
- £ Excellent

Our client is a multi-billion pound international resource conglomerate, with wide ranging activities and interests in the Gulf area. As a consequence of its continuing growth and development, the need has arisen to appoint two senior financial executives to its finance team.

### Group Treasurer

• to £175,000 pa

Reporting to the Assistant Managing Director for Finance, the Group Treasurer will be responsible for establishing and managing the treasury function at group level, for planning, implementing and monitoring performance and for cash forecasting and management systems for the Group's treasury activities.

Educated to degree level, with a further degree or professional qualification, the successful candidate will have at least 15 years' experience of senior corporate treasury management in a multi-national organisation with significant overseas subsidiaries. He or she will be used to operating at a senior level in a multi-cultural environment and will have experience of working with major international financial institutions. Team leadership, proactivity and the ability to develop a world class treasury function will be essential to the role. Previous Middle East experience working in a multi-function conglomerate will be a significant advantage. This post will initially be a two to three year contract. Ref: 0700.

### Project Financing Manager

• to £100,000 pa

This role reports to the Group Treasurer and will hold responsibility for analysis and advice for funding and structuring of major international projects. A key requirement will be the ability to provide detailed advice on financial, taxation and legal factors affecting investment decisions and structuring. Modelling and analysis of project proposals, the negotiation and development of complex finance structures as well as risk analysis of major projects will be essential requirements.

Educated to degree level, preferably with an accounting or legal qualification and 10 years' experience of working at a senior level in international project finance will be needed. Experience of development, structuring and negotiation of large funding projects, including joint ventures and partnerships, will be necessary, as will evidence of an innovative approach and successful transaction implementation. Ref: 0600.

The posts attract generous employment packages and are based in the Gulf area.

If you meet the demanding criteria for these senior financial positions, please send your CV with details of current remuneration, quoting the appropriate reference number, to Janina Harper or Bernard Grant, KPMG Selection & Search, 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE, fax number 0171 311 5872.

KPMG Selection & Search

## Structured Finance and Leasing

Why should you give up your present job for this?

PW in London

£excellent + car + benefits

Price Waterhouse has an outstanding reputation for creative advice that makes a real difference to our clients' shareholder value.

We are enhancing our structured finance and leasing capability so that we may expand the cross-border services we provide to global clients. We are seeking the finest talent to help us achieve our goals. Our expectations and standards are very high, but we offer outstanding experience and opportunities for people who have a lot to give, and who are willing to contribute and take up the challenge.

In our structured finance and leasing practices we advise on, and develop, structures for the acquisition or financing of assets, balance sheet financing which results in a reduced after tax cost of funds, and investment structures which enhance after tax returns. Our advice and structures typically have international characteristics. Our team is committed to solving our clients' most complex global problems; we are sure that our global approach makes the world of difference.

We are looking for people with the right experience and the right attitude of mind - creative, 'out of the box' thinkers who also understand that in the real world not all theory is achievable. At the more senior level, we will be looking for the experience we describe below - but we are also keen to recruit individuals who do not yet have the experience, but are eager to succeed in this specialist area through working with top quality professionals.

You should be an ambitious person, prepared to work hard, with an eagerness to become outstanding in the field. It is also likely that you will have one or more of the following:

- A banking, accounting or legal qualification, with experience in a professional services firm or the 'front office' of a leading bank or other financial institution.
  - An understanding of structured finance or leasing including a knowledge of transactions using hybrid instruments, hybrid entities, tax sparing, preference shares, derivatives, special purpose vehicles, project finance structures etc.
  - A relevant knowledge of international tax regimes (such as US, Japanese, German and UK) which apply to these transactions.
  - Cash flow modelling experience, including a knowledge of instrument pricing.
- In addition, you will have:
- An international outlook and a willingness to travel.
  - The ability to work with people in a team.
  - A consulting mind-set.
  - Influencing skills and the ability to communicate clearly.
  - The willingness and desire to do something different.

If you are interested, and we hope you are if you have read this far, please send your CV to: Peter Wilson, Lead Structured Finance Partner, or Ailsa Adair, Tax Recruitment Manager, Price Waterhouse, Southwark Towers, 32 London Bridge Street, London SE1 9SY.

**Price Waterhouse**

Your world of opportunity

Price Waterhouse is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## Scandinavian Sales Global Investment Management

Attractive Salary + Bonus & Benefits

City of London

Superb opportunity for outstanding candidate to join growing sales team at senior level. Take responsibility for sales to key region: Scandinavia.

#### THE COMPANY

- Major European financial institution with an outstanding reputation.
- London-based global investment management business is important well resourced subsidiary. Complemented by the Group's other substantial worldwide asset management resources.
- The Group has successfully offered financial services to Scandinavian institutions for a number of years.

#### THE POSITION

- Requires an exceptional candidate to develop strong relationships with Scandinavian institutions.
- The successful candidate must have an ability to gain an understanding of the exact investment requirements sought by the prospective client and to offer the appropriate tailored solutions.
- He/she will lead the sales process in the region but will require a team-minded approach, working closely with skilled portfolio managers and other colleagues to meet investor needs.

#### QUALIFICATIONS

- Circa 10 years in investment banking/investment management environment. Fund manager or business developer with total grasp of investment process. Academic/Professional qualifications essential.
- Current relevant contact base in Scandinavia and experience of working in a major financial centre.
- Should exhibit sophisticated knowledge of equities, fixed income and development capital.
- Proven business winner. First-class communication skills. Energetic, committed and highly motivated. Must be effective working independently and in a team. Able to travel extensively. Fluent English and Scandinavian languages desirable.

Please send full CV, stating salary, ref FS61004, to: NBS, 10 Arthur Street, London EC4R 9AY

NBS SELECTION LTD  
a BNB Resources plc company

**NBS**

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مكزافن النجیل

### COMPLIANCE SURVEILLANCE SPECIALIST

Salomon Brothers, one of the world's leading global investment firms, is seeking a surveillance specialist to work in the European Compliance Department. This role will concentrate principally on conducting surveillance and monitoring of the firm's adherence to external regulation and internal policies. It will also involve assisting in the conduct of special enquiries and responding to regulatory queries.

To succeed, you will be educated to degree standard or have attained a relevant recognised qualification such as the Securities Industry Diploma, or a legal or accounting qualification. You will be well-versed in PC-based data retrieval, manipulation and interpretation. Some experience of computer-based forensic investigation is desirable.

A minimum of three years' experience within the financial services sector is required, obtained by working in a firm regulated by the SFA or another of Salomon's UK regulators. Knowledge and experience of US and European regulatory issues would be an advantage. To succeed, you should be an effective communicator, possess good oral and written skills, be self-motivated, conscientious, and able to work both independently and within a team environment. A desire for both personal and professional development is expected.

A competitive remuneration package is available. Interested applicants should write enclosing a complete curriculum vitae to Ann Crookall, Human Resources Group, Salomon Brothers International Limited, Victoria Plaza, 111 Buckingham Palace Road, London SW1W 0SB.

London  
Excellent  
+ bonus  
+ benefits

### Salomon Brothers

REGULATED BY SFA

## CJA RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP  
Tel: 0171-588 3588 or 0171-588 3576  
Fax No. 0171-256 8501

Excellent opportunity for individual who wishes to be a leading force in a small organisation with prospects of growing remuneration over 2-4 years.



### EXECUTIVE ASSISTANT TO INVESTMENT DIRECTOR

FUND MANAGEMENT/INVESTMENT ANALYSIS/MARKETING

LONDON SW1

£50,000 - £70,000 INITIAL REMUNERATION

### INVESTMENT COMPANY

The Investment Director is founder and owner of this diversified investment company, which manages investment trust funds and is a market leader in advising on PEPs. He is seeking a bright graduate (Oxbridge calibre) aged 25-35 with a minimum of 2 years but ideally 5 years broadly based investment management and analysis experience. Competency on p.c.s. and all round IT literacy is essential as is the ability to deal at a senior level and be self-sufficient. The I.D. needs a 'shadow' to work closely with him on all projects but particularly portfolio management and UK and overseas investment research. There will also be marketing for prospective business and dealing with clients on a daily basis. The remuneration is bonus driven: initial salary £35,000-£40,000 plus guaranteed bonus of 50% in first year and prospects of very substantial remuneration in the medium term.

Applications in strict confidence under Ref: EAID5820/FT to the Managing Director: CJA.

Your Key Investment Bankers



### Credit Risk Management

Associati - Italian Speaking

SBC Warburg is established as an integral global player, a world leader in investment banking. We are seeking to recruit an Italian speaking Credit Analyst with around three years' experience of analysing Italian/ European corporates and insurance companies.

Ideally, you will have received formal credit training and have some knowledge of derivative products. We are looking for individuals who would welcome the chance to adopt a high profile and play a critical role in the business process.

In return you can look forward to an excellent remuneration package matched by equally excellent prospects for the future.

A CV including your current remuneration package should be sent to Ron Bradley, Director/Head of Permanent Recruitment, Jonathon Wren & Co. Ltd., Financial Recruitment Consultants, No. 1 New Street, London, EC2M 4TP (fax: 0171-626 5257) quoting reference P. Alternatively, telephone for an initial discussion on 0171-623 1266.

Based in London within a small, highly motivated team, you will undertake risk management for Capital Markets, Treasury and Corporate Finance. You will also liaise with counterparties and regulatory/professional bodies in relevant countries.



SUNGARD CAPITAL MARKETS is the pre-eminent worldwide provider of trading, operations control and integrated risk management solutions for the derivatives, securities, foreign exchange and money markets.

We currently service more than 700 banks, financial institutions and multi-national corporations through a global network of sales and support centres. Market leadership is aggressively maintained by entrepreneurial spirit and R&D investment which annually exceeds the revenues of most would-be competitors.

Our flagship products, The Devon Derivatives System and The Devon Forex System, continue to set the market standard. Licence sales of these, and our pioneering enterprise-wide risk management system, Panorama, helped us grow by more than 30 per cent last year.

As the need for integrated real-time risk management software spirals, the success of Panorama continues to escalate. Therefore, in order to satisfy the ever increasing interest in our products, it is of paramount importance to recruit the following individuals:

#### QUALITY ASSURANCE MANAGER

This is a high profile and key role which will have considerable impact on the development process, within SunGard Capital Markets, well into the future.

The new incumbent will be charged with establishing a quality assurance and testing environment and will play a significant part in defining and implementing a systems testing strategy. You will work closely with development teams and Business Consultants co-ordinating testing amongst the teams and ensuring that all testing is carried out to the required standard.

The successful applicant will have worked in a similar business area and will have experience of systems testing in a multi-application installation. You will need to be able to influence and gain the support of management and team members, both verbally and in writing, and have the necessary co-ordination skills to organise and motivate other people. Although a technical background is not essential, any knowledge of NT architecture and systems testing tools would be highly advantageous.

#### BUSINESS CONSULTANTS

For the first few months, the Business Consultants will assist the Quality Manager in implementing a systems testing strategy within the Panorama Risk Management Systems development environment.

Subsequently, the Business Consultants will play a vital role in liaising with the product development group and clients in analysing and specifying new functionality and enhancements to core software. In addition, you will be fully responsible for the ongoing development and support of client relationships. You will provide the entire spectrum of pre and post sales consultancy, including project management, implementations, training and troubleshooting.

Successful applicants will have a good academic background and a sound knowledge of Risk Management in one or more of the following business areas: Derivatives, Capital Markets, Treasury. You will be an accomplished relationship builder with a keen and enthusiastic attitude and must enjoy working in a demanding and challenging environment.

In each instance, it is essential that candidates are team players and have the interpersonal skills and diplomacy that such high profile positions require. Above all you will have both the desire and potential to be part of an organisation whose global presence and success owes much to the performance of its employees.

#### EXCELLENT SALARIES & BENEFITS

LONDON BASED

### SUNGARD

No.1 WORLDWIDE

Chicago • Copenhagen • Frankfurt  
London • Milan • New York • Paris  
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Sydney • Tokyo • Zurich

For further information please write to: Ruth Velenski, TALISMAN INFORMATION SYSTEMS RESOURCING, Portland House, 4 Great Portland Street, London W1N 5AA. Fax: 0171 307 3101. Tel: 0171 307 3100. E-mail: 100772.635@compuserve.com

## asimco

Investment Manager - China

Excellent career opportunities for an Investment Manager with the leading direct investment, venture capital corporation in the dynamic and challenging China market.

ASIMCO, which was founded in 1993, is a rapidly developing corporation which has invested over US\$300 million in fourteen joint ventures in China.

ASIMCO's investment strategy combines a large local presence (70 professionals based in Beijing) with a very specific investment strategy which focuses on developing an industry expertise, finding the best partners in China and then taking an active management role in each investment.

As part of this strategy, and due to ASIMCO's rapid expansion, there is a need to recruit an Investment Manager, stationed in Beijing. The person appointed will report directly to the Director of Investments and be responsible for: analyzing current operations and future development of the investments, including the analysis of costs, profitability, forecasts and budgets; upgrading the financial reporting systems of the investments; carrying out due diligence, negotiating terms and supervising the legal process on potential new investments.

Ideally, the successful candidate will have attained a professional accounting qualification, have a minimum of five years experience in either a professional accounting firm, as a financial controller in a manufacturing company or as an Investment Executive in a venture capital company.

Interested applicants should send their CV to Lisa Foley, ASIMCO, Parkview Center, 4/F, No. 2 Jiangtai Road, South Side Chaoyang District, Beijing, 100016, China or fax (8610) 6438 2735. Interviews will be held in London at the beginning of November.

### SENIOR MTN & PRIVATE PLACEMENTS SPECIALIST LONDON/TOKYO

Our client, a leading Investment Bank, is seeking to recruit a senior MTN & Private Placements Specialist.

The successful candidate will have a minimum of five years' experience of Fixed Income Derivative products, with specific exposure to MTN markets and experience of leading a team. Fluent Japanese and a relevant degree qualification are essential.

An excellent knowledge of a wide range of asset classes would be a distinct advantage.

Please reply to Box No. A5720 The Financial Times, 1 Southwark Bridge, London SE1 9HZ enclosing a full Curriculum Vitae.

#### CORPORATE FINANCE ASSOCIATE - HUNGARY

An investment bank focusing on Eastern Europe requires a self-motivated and commercially orientated graduate to augment its Corporate Finance team for Hungary.

Based in London, reporting directly to the Executive Director responsible for developing corporate finance opportunities, the successful candidate will form a key part of the small developing team.

A fluent Hungarian speaker, the successful applicant will be a graduate with a second degree (eg. MSc, PhD) in business studies, economics or related discipline. The applicant must have already obtained 12 months experience working in Hungarian corporate finance involvement in new issues and privatisation activities is highly desirable. The successful candidate must also demonstrate a comprehensive understanding of the Hungarian market; have strong communication and interpersonal skills and be fluent in two other European languages. Starting salary US\$55,000 per annum.

Write to: Box A5724, Financial Times, One Southwark Bridge, London SE1 9HZ.

#### Position Vacant: Managing Director

UK registered trading company require person with MBA and 4 years relevant managerial experience. Fluency in Tigrigna and Amharic essential.

Please send c.v.'s to: Tower Trading Co Ltd, 211 Clapham Road, SW9 0QH

LONDON 0171 487 5000 BELFAST 01232 421842 BIRMINGHAM 0121 454 8554 BRISTOL 0117 977 6617 MSL GLASGOW 0141 245 7702 LEEDS 0113 245 4157 MANCHESTER 0161 951 3590 NOTTINGHAM 0115 941 8625

#### APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please contact: Toby Finden-Crofts +44 0171 873 3456

## FLEMINGS

### PRIVATE CLIENT INVESTMENT MANAGER

London Competitive Salary

Due to rapid expansion, Fleming Private Asset Management is seeking to recruit an experienced Investment Manager to work with a Director responsible for managing substantial sums of money for private clients.

Duties will include managing client portfolios, preparing valuations and assisting the Director with his client base.

Candidates should have a thorough knowledge of the UK and International markets and should be computer literate.

A minimum of 5 years' experience in a Private Client Department and membership of the Securities Institute is desirable. Candidates should be self-motivated, confident in dealing with clients and have strong communication skills.

Please write, in the first instance, with full CV (including current salary details) to:

Shauna Browne  
Senior Personnel Officer  
Robert Fleming & Co. Ltd.  
Finsbury Dials  
20 Finsbury Street  
London EC2Y 9AQ

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City of London

**HSBC Investment Banking**

Member HSBC Group

**International M&A and Corporate Advisory**

London Based

Excellent Package

The HSBC Group, with headquarters in London, is one of the world's largest banking and financial services organisations, with an international network of more than 3,300 offices. Unrivalled financial resources, global reach and contacts, ensure that the HSBC Group is ideally placed to develop further its pre-eminent position.

HSBC Investment Banking is responsible for the advice and financing, equity securities, asset management and private banking activities of the HSBC Group. The Corporate Finance and Advisory department encompasses corporate advisory, M&A and International ECM activities. We are now looking to recruit a number of outstanding specialists for our international transaction teams.

This is an exceptional opportunity for individuals to develop further their experience across a wide range of international transactions, including the origination, structuring and execution of mergers and acquisitions for quoted and unquoted companies, equity offerings and privatisations.

Successful candidates will be exposed to HSBC Investment Banking's growing international client base, working closely with its industry specialists and network of international offices in 40 countries worldwide.

Candidates of the highest quality are sought:

- Graduates with up to five years Corporate Advisory, M&A or ECM experience gained within a leading financial institution.

Exposure to a high profile range of transactions conducted on an international basis is essential.

- Fluency in a European language, in addition to English, is a distinct advantage.
- An excellent academic background and keen intellect. Mature, tenacious and energetic.
- An additional qualification such as an MBA would be advantageous.
- Team players with initiative, creativity and flair together with a high level of motivation and commitment.

Please send a full cv to: Stephen Grant, Morgan McKinley Associates, Ruskin House, 40/41 Museum Street, London WC1A 1LT. Tel: 0171 404 4100 Fax: 0171 404 4334.



**N M ROTHSCHILD & SONS LIMITED**

Rothschilds is a leading international investment banking group with 40 offices in 27 countries worldwide. It is ranked first in M&A in the UK and second in France, Asia Pacific and South America. It is the leading Telecoms adviser worldwide and is a pre-eminent adviser to the international Natural Resource and Utilities industries.

Recent transactions include advising Deutsche Telekom on its global offering, Hanson on its 4-way demerger, Sun Alliance on its merger with Royal Insurance, the Lloyds of Loodoo restructuring, BT on its joint venture with CGE of France, Southern Water on its acquisition by ScottishPower, the CVRD privatisation in Brazil and the Collahuasi project financing in Chile.

The bank is significantly expanding its operations in UK and Continental European M&A, Natural Resources and Telecoms. It is recruiting additional professionals seeking a career in providing corporate advice to leading companies worldwide in all these areas. All positions are based in London and offer an excellent compensation package.

All applicants should have an excellent academic record, preferably a second language, a dynamic personality and be highly motivated.

**M&A**

*The Role:*

Providing corporate advice to companies in the UK and Continental Europe on intra and cross border acquisitions and disposals, capital raising, flotations, valuations and restructurings

*Experience required:*

- 1-5 years corporate finance experience with a leading investment bank, accountancy or law firm
- strong analytical and financial modelling skills

**Natural Resources & Utilities**

*The Role:*

Advising mining, oil & gas and energy utility companies worldwide on acquisitions and disposals, restructurings, and privatisations and project financings

*Experience required:*

- 2-5 years M&A and/or financing experience in either the mining, oil & gas or energy utility industries gained in a leading commercial or investment bank, legal, consulting or industry environment
- strong analytical and financial modelling skills

**Telecoms**

*The Role:*

Advising companies in the converging telecoms, media and computer services industries. Assignments will be worldwide and include acquisitions, disposals, joint-ventures, restructurings and privatisations

*Experience required:*

- 2-5 years experience with a leading investment bank, strategic consultancy or in the corporate development department of an industry participant
- 1-2 years minimum relevant sector experience
- strong analytical and financial modelling skills

Write in strictest confidence with a copy of your CV, indicating your current remuneration, to Rodney Lonsdale, Personnel Director, N M Rothschild & Sons Limited, New Court, St. Swithin's Lane, London EC4P 4DU

Six figure package



London

**Head of Tax/Estates Planning**

These two senior opportunities with Coutts, the international private banking division of the NatWest Group, underline Coutts' commitment to deliver wealth management to its substantial client base. A top quality tax and estates planning advisory service is at the heart of this new client-driven strategy. Significant freedom and scope exist to build sizeable professional resources from small but solid bases with the potential to develop into major business streams.

**THE ROLE**

- Responsible for leading, building and managing a specialist tax or estates planning practice providing the full spectrum of domestic advice to clients from tax planning through to compliance and from trusts through to wills.
- Gain internal and external recognition as the in-house expert at the head of a highly professional and technically excellent product development team.
- Market these services in conjunction with client management teams, working together to exploit client opportunities and product synergies.

**THE QUALIFICATIONS**

- Partner in either private client tax or estates planning with a leading accountancy firm or law firm with outstanding technical and professional skills and a track record which demonstrates management ability.
- Entrepreneurial and commercially minded self-starter with an outgoing personality and the vision, commitment and ambition to build a business.
- A team leader as well as a team player who can work effectively and build consensus in a complex matrix structure.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. XLP011104,  
16 Connaught Place,  
London W2 2EZ

£50,000 + bonus + benefits



Glasgow

**Compliance Officer**

Britannia Life was one of the earliest and is now one of the largest bancassurance in the UK with funds under management of more than £4 billion. With an exceptional record of growth, multi-channel distribution and a significant investment in new systems under way, the company is superbly positioned to continue taking market share in an increasingly competitive sector. An experienced compliance professional is now sought to play an active role in sustaining rigorous standards of regulatory compliance throughout the business.

**THE ROLE**

- Reporting to the MD and to the Board, and working closely with the senior management team to ensure that products, procedures and operations are fully compliant.
- Provide innovative, practical solutions to complex compliance issues that still allow for commercial success.
- Close liaison with regulators to maintain the highest possible awareness of current and likely future regulatory obligations.

**THE QUALIFICATIONS**

- Graduate calibre with an appropriate professional qualification. Prior experience in a senior compliance role within another financial services organisation.
- Articulate, confident communicator with the ability to interpret and explain complex rules unambiguously at all levels of the business.
- Proactive, enthusiastic and focused. Strong on attention to detail yet with the ability to take a broad overview.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. XLP011104,  
16 Connaught Place,  
London W2 2EZ

**BUSINESS CONSULTANCY**  
CAREER OPPORTUNITIES WITH A GLOBAL UNIVERSAL BANK

This institution is one of the world's largest and most powerful universal banks. It provides clients with the widest possible range of investment, capital market, commercial banking and retail services.

Candidates are likely to be working for a leading banking institution or consulting firm and able to demonstrate a successful track record of actively managing highly complex projects and delivering innovative yet pragmatic solutions.

Business Consultants will have proven, exceptional communication skills at senior management level as well as the ability to provide leadership to multi-disciplined teams and to act autonomously on projects.

A good understanding of the operations processes of an investment and

commercial bank, along with a detailed grasp of at least one product area - for example Treasuries, Commodities etc - is essential.

Working with heads of business areas and the other senior management, this individual will utilise both internal and external resources to deliver a broad range of project solutions.

The team provides assistance throughout the bank on areas such as performance analysis and operational improvement, management and implementation of change projects and programmes and organisational reviews. You will also carry out benchmarking studies, new business planning and all aspects of operational risks.

The goal of this team of internal consultants is to make a recognisable

contribution to the structures of both the domestic and the international organisations of the bank. Business Process Re-engineering is one of the major re-structuring tools employed.

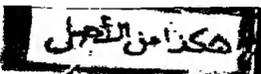
The company offers a performance oriented salary package and a variety of internal and external training programmes as well as long term career development opportunities.

Interested candidates should contact contact **Richard Parnell**, or **James Rust** at **Robert Walters Associates** by sending a detailed curriculum vitae stating current remuneration to **25 Bedford Street, London WC2E 9HP** or faxing details for their attention on **0171 915 8714**.  
E-mail: richard.parnell@robertwalters.com

**ROBERT WALTERS ASSOCIATES**



L O N D O N W I N D S O R N E W Y O R K A N Y S Y D N E Y M E L B O U R N E S I D N E Y



### EMERGING MARKETS

Business Development and Sales Executive

London

FRAMLINGTON is a highly respected investment company with global emerging market capabilities. The company is particularly strong in the new frontier markets of eastern Europe, Russia and Africa, where a number of funds have been launched.

Framlington wish to appoint a sales and marketing executive to head up the development of this aspect of the company's business. The individual will be responsible for marketing and developing all of our emerging markets' activities. Working closely with our investment team, the successful candidate will contribute to the launch and promotion of new funds, with the main emphasis of the role being to develop and expand the funds under management in this area.

It is essential that the individual has experience in the field of emerging markets, preferably in eastern Europe. It is not necessarily required that applicants have previous marketing experience but it is essential that they are well known and have good quality contacts in the European emerging markets arena.

Remuneration will include a highly competitive package of basic salary and bonus together with excellent benefits. Interested applicants should write, with details of current remuneration, to: Mrs E Sproull Personnel Manager Framlington Group plc 155 Bishopsgate London EC2M 3XJ.



### GREYCOAT PLACEMENT

Reliability, good references and experience are the hallmarks of our domestic staff BUTLERS, HOUSEKEEPERS, COUPLERS, CLEANERS, NANNIES, CAREERS, CHAUFFEURS, BODYGUARDS. For further details telephone 0171 233 9950

### INTERNATIONAL FINANCE

We are seeking an experienced placing agent to market and sell a U.S. \$500 million new issue 144A Private Placement Offering. Must have excellent contacts with foreign and domestic institutional investors. Substantial fee basis compensation. Contact: First Capital Markets 280 Park Avenue New York, NY 10017 Tel: 212-883-1900

### Fund Management

N. American Equities

London

Competitive Package

Legal & General Investment Management is One of the UK's leading fund management houses.

This position will provide an opportunity to share responsibility for the management of the active N. American Equity portfolios of Legal and General.

You will be managing dedicated funds, be responsible for selecting stocks within specified sectors and participate in asset allocation. You will be a key member of a two person N. American team.

You must have at least four years' experience of investing in this area and be dedicated to good, sustainable performance. You are likely to be a graduate and a member of IIMR, and this will probably be your second major career move since becoming involved in Investment Management.

The position offers a competitive remuneration package commensurate with experience.

Please send your CV and current remuneration details to: John Armstrong, Human Resources Consultant, Legal & General Investment Management Ltd, Bucklersbury House, 3 Queen Victoria Street, London EC4N 8EL.



Legal & General is an Equal Opportunities Employer.

### BZW

Commensurate with position

City

BZW is a leading UK based investment bank operating around the world. We are one of the leading players at the forefront of the derivatives business. To ensure that we continue to do this we require a further three systems developers to support our interest-rate exotic derivatives trading and risk-management systems.

Junior Systems Developer/Support: Junior developer required to support the day to day running of an interest-rate exotic trading desk. Experience required: Excel/VBA, SQL, C/C++ and Windows/NT. Suitable candidates will have a numerical background with 2 years' experience as a professional programmer. Business experience preferred.

Senior Systems Developer: Senior analyst/developer required to improve and enhance a front-office exotic interest-rate trading and risk management system. Experience required: C/C++, object-oriented design, SQL, Excel and Windows/NT. The ideal candidate will have a numerical science/engineering background with at least 5 years' as a professional analyst/programmer. Business experience in a similar environment required.

Middle Office Support/Systems Developer: Responsible and mature person required to support the regulatory reporting requirements in the middle office for an exotic interest-rate trading group. Experience required: Excel/VBA, SQL, Windows/NT and C/C++. The ideal candidate will have a numerical background with professional experience with a systems environment. Business experience preferred.

Please send full CV to: Michelle Boreham, BZW, Treasury Products, 1st Floor, Abbey House, 1 Royal Mint Court, London EC4N 3DF. Tel: 0171 233 9950. Fax: 0171 233 9951.

### FINANCIAL MANAGER

An investment Company in Doha - Qatar - Arabian Gulf is looking for a manager with the following qualifications:

- Minimum ten years experience leading to a senior position in an investment company
- Skills in financial analysis
- Good understanding of financial and capital markets
- Excellent financial and managerial accounting skills
- IT based skills
- Knowledge of credit card and insurance business is a plus but not a prerequisite.

Excellent salary package is offered to the successful candidate.

Interested? Fax your full CV to:

Group Investment, Personnel Manager  
Tel: 00974 444 444 Fax: 00974 445 474

### INTERNATIONAL TRADE FINANCE

Due to a clear commitment to International Trade Finance in the Emerging Markets, this established European Bank requires an additional specialist in executing and structuring complex deals. Current expertise with the full range of products, negotiations and the ability to market and build Customer Relationships is of prime importance.

You will be a fully credit trained Corporate Banker currently working in a Bank or Leading Commodity House who is looking for a decisive career step in management. You should have at least 4 years' relevant experience in Trade Finance including a minimum of 2 years in Structured Trade Finance and be aged up to 35. Flexibility to travel is required. European language(s) would be an advantage. Excellent salary package.

For further details please call Mike Blundell Jones on: 0171 430 2355



Staple Inn Buildings (North) High Holborn London WC1V 7PZ Fax: 0171 404 6275

### EMPLOYMENT OPPORTUNITY IN ATHENS

Financial office requires for their forex department the following positions:

- Two dealers with minimum 8 to 10 years experience with dealing rooms in banks or securities house
- Two traders (3 to 5 years experience) Forex spot market.

Attractive terms and conditions. Fax resume in confidence to +30-1-896-2867, Attention Mr. C.E. Dante

### INTERNATIONAL M&A

A leading mid-market international M&A advisory firm with a world-wide presence is seeking entrepreneurial professionals, with a minimum of five years transactions, experience, to join its London offices.

Please send resume in confidence to Box A5719, Financial Times, One Southwark Bridge, London SE1 9HL

### Arbitrage Trading Group

seeks

Bond Futures Arbitrage Traders for Life floor. Life floor futures trading experience a must.

Applicants should call julie at (171) 329-0428 or fax resume to (171) 329 0425

### APPOINTMENTS WANTED

#### Anglo-Swiss Banker

Geneva Based Extensive experience of International & Offshore credit & investment, including ship finance in Europe, Africa & the Caribbean available for long or short term assignments. Write to: Box A5722, Financial Times, One Southwark Bridge, London SE1 9HL

#### Chartered Accountant & Barrister

Highly computer literate: late thirties; Licensed Insolvency Practitioner; substantial commercial experience in corporate/distress finance, company realisations & de facto CEO, seeks positions. E-Mail Grant Jones 100714.144@CompuServe.Com or Fax 0171 265 6533

#### EQUITY DERIVATIVES EXPERTISE

15 years senior executive experience covering all equity derivatives products. Track record of setting up equity derivative businesses for major houses. Available full-time or as consultant. Recent specialisation in emerging markets. Multilingual. Reply to: Box A, Financial Times, One Southwark Bridge, London SE1 9HL

INVESTMENT BANKING. FROM A TO BZ

A Geneva based organization with oil, shipping and banking interests has an immediate opening for a

### CHIEF FINANCIAL OFFICER

with the following qualifications:

- at least 10 years of international experience with a large corporation or a bank,
- ability to lead and organize the financial reporting of the consolidated group and/or divisions,
- the ability to coordinate certain bank relations for the holding company plus the related companies as regards trade financing,
- the responsibility for work with banks or international credit agencies for project finance,
- past experience in trading, shipping or banking will be an advantage.

The candidate will also be called upon to participate in some internal audit functions.

To assume these responsibilities, the candidate should have:

- strong financial statement analysis skills,
- knowledge of audit procedures,
- good command of spoken and written English,
- proven track record in negotiating with Banks.

Please send your cv to Box A5717, Financial Times, One Southwark Bridge, London SE1 9HL.

### DERIVATIVES ARBITRAGE TRADER

CITY

Our client, a leading Investment Bank, is seeking to recruit an experienced Derivatives Arbitrage Trader.

The successful candidate will have 2-4 years market experience of major currencies, as well as an excellent understanding and rare acumen in trading in derivatives products. Ideally, you will hold a BBA and MBA qualification and have a strong mathematical background, with particular specialisation in option theories.

An excellent knowledge of financial economics will also be a distinct advantage.

Duties include the following:

- Risk management and trading of arbitrage positions including both derivatives and securities.
- Running risk position and monitoring closely.
- Running multicurrency risk and hedging accordingly.

Please reply to Box No. A5718 The Financial Times, 1 Southwark Bridge, London SE1 9HZ enclosing a full Curriculum Vitae.

### National Bank of Bahrain



بنك البحرين الوطني

National Bank of Bahrain is a leading commercial bank based in Bahrain with assets over US\$2 billion. The bank's results have been impressive, NBB recorded during the first half of 1996 an annualised ROA of 1.7% and ROE of 15.8%.

To further strengthen the high calibre of the Treasury & Capital Markets team, NBB invites applications for:

#### SENIOR FX SPOT/DERIVATIVES TRADER

##### Major responsibilities

- Trade FX spot, forward, futures and options with particular emphasis on derivatives.
- Develop and market a wider scope of treasury products as required by the bank and its clients.

##### Position requirements

- Minimum of 5 years experience in a highly competitive FX trading environment, in a major financial centre.
- Successful track record and extensive knowledge of FX markets, particularly in trading G3 currencies.
- Well developed skills in Exchange trading, Margin trading, etc. are essential.
- A good university degree, PC literacy and a sound understanding of FX technical analysis would be advantageous.

NBB offers a competitive remuneration with excellent compensation and benefits. Qualified candidates should forward their C.V., including salary history, preferably within two weeks, to:

AGM, Corporate Services  
National Bank of Bahrain,  
P.O. Box 106, Manama, Bahrain.

### European/Emerging Markets Sales Executives

Technimetrics, Inc.

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Technimetrics, Inc. is the leading financial database and consultancy company serving the investor relations and stockbroking communities worldwide. We are currently looking for dynamic sales people to join our international team based in London. Potential candidates for our territories in Scandinavia, Israel and India should be entrepreneurial and goal orientated, preferably with previous sales experience. An understanding of financial markets, strong communications skills and languages would be an advantage. Travel will be an essential part of these roles. Salary is related to experience and performance. Please send your C.V. to:

The Personnel Department  
Technimetrics, Inc., 84 Newman Street,  
London W1P 3LD

### THE FUJI BANK, LIMITED

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(勤務地: ロンドン)

- 三年以上の上記の業務経験のある方。
- 政治、経済並びに通貨金利相場動向についての知識を有する方。
- 英語、日本語が堪能な方。

履歴書(英語)送付先

Clare Woodcock  
Personnel Department  
The Fuji Bank, London  
7-11, Finsbury Circus, London EC2M 7DH



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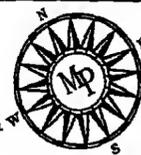
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- Manchester 0161 833 9813



**CAREER OPPORTUNITY IN KUWAIT**

**General Manager - Financial Services**

Alghanim Industries, a leading and dynamic Kuwaiti trading conglomerate, with significant global interests, is seeking to engage a talented professional to lead a wholly-owned subsidiary which has a substantial Consumer and Trade Finance Portfolio.

The group now plans to substantially expand its activities to provide a full range of financial services which have a high potential profitability.

Reporting to the Executive Vice President and Chief Financial Officer, your role will involve defining critical success factors which will enable you to identify, develop and establish profitable new services and ventures. As well as the day to day management of the company, you will also play a major role in assessing the potential of the Kuwait market by comprehensive analysis of economic trends, both internationally and within the Middle East. You will, in addition personally control the consumer and trade credit functions, reviewing the effectiveness of the company's credit policy and ensuring adherence to sound risk management practices.

You will ideally have gained extensive, broad-ranging experience in a financial services environment, covering Portfolio Investment, Leasing, Consumer Finance and Insurance operations. Strong communication and people management skills are important, as is the ability to work under pressure and to tight deadlines.

The position requires a mature individual who is motivated, imaginative and persuasive, with an entrepreneurial approach in order to take advantage of the potential for considerable business growth.

Broad experience of international and Middle East financial service practice and relevant academic qualifications are highly desirable. You will enjoy an attractive tax free salary and a package which includes excellent performance related bonus, generous housing, life and medical insurance, paid holidays and all fares and transportation allowances.

If you match the requirements for this challenging position, please fax your detailed CV, in confidence to:

Director of Human Resources  
Fax No. (00965) 4847244.



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Toby Finden-Crofts  
on +44 171 873 3456

**ACCOUNTANCY APPOINTMENTS**

**Group Finance Manager  
Public Company**

Central London - To £50,000 + car + benefits

■ Established as one of the UK's leading restaurant groups, our client, a fully listed public company, forecasts continuing, rapid expansion.

■ To support an acquisition driven strategy, the Board has decided to appoint a dynamic, commercial Group Finance Manager capable of delivering quality service within a results driven environment.

■ Reporting to the Finance Director your responsibilities will include managing the reporting and analysis of overall business performance, budgeting, forecasting, taxation and company secretarial matters. In addition, you will be instrumental in both developing and improving all reporting systems, and in enhancing the accounting team in line with the organisation's business plans.

■ The successful candidate will be an energetic qualified accountant with strong technical and commercial accounting skills gained in a fast moving, entrepreneurial environment. You will be a committed team player with an outgoing personality and the requisite adaptability and credibility to inspire employee confidence at all levels. This role would suit an ambitious professional looking to succeed within a performance oriented organisation.

Please write outlining your suitability for the position, enclosing a cv with current remuneration details to Richard Pooley at Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, fax: 0171-931 1022, ref: RP00088.



**INTERNATIONAL TAX ADVISER  
Chemicals Business**

London

£ Attractive Package

The Royal Dutch/Shell Group of Companies is Europe's largest multi-national group. The Chemicals Businesses within the Group have a turnover of £9 billion. As a result of increasing activity in investment projects, joint ventures and corporate restructuring a position has been created for an international tax adviser.

The role reports to the Chemicals Tax Manager and the appointee will work alongside two other international tax advisers. The primary responsibility will be to provide advice on tax and corporate structure issues for international projects, joint ventures and business transactions.

It is expected that the successful candidate will have extensive experience in an international tax environment and will have shown good career progression to date. The appointee is likely to be in

their early to mid thirties to have attained the appropriate level of seniority. The role demands a commercial mind, good negotiating skills and an ability to communicate well with operational management.

Shell can offer excellent career prospects, both in the UK and overseas, along with a comprehensive and highly competitive remuneration package in line with the challenge of the role. Relocation assistance is available where necessary.

For further information and to make your application, please contact our recruitment adviser, Paul Tanton, at Harrison Willis, Cardinal House, 39/40 Albemarle Street, London W1X 4ND, or telephone 0171 629 4463 (evenings and weekends 0181 940 3842). Fax: 0171 344 0361. E-mail: hwgroup@hwgroup.co.uk



**ACCOUNTANCY APPOINTMENTS**

**FINANCIAL CONTROLLER**

Ukraine based

Excellent Package

**THE COMPANY**

This major multinational FMCG company is well known for its high profile throughout Eastern Europe. This sophisticated managerial approach combined with considerable strategic investments throughout the region and an attractive portfolio of premium and local brands have made them one of the market leaders in this challenging region. Ongoing concentration on the Emerging Markets of the World will lead to further growth and your success in this phase of their development will ultimately result in further exceptional international career opportunities.

**THE ROLE**

For its operations in the Ukraine our client is now looking for a Financial Controller. You will lead a dedicated local team and manage all aspects of Internal Reporting, Financial Planning and Budgeting on a day to day basis. You will be responsible for the financial planning and control of the entire production unit enhancing the companies manufacturing and sales operation, as well as the quality of information affecting the management decision making process. In all aspects of the challenging position you will be actively supported by the senior management of the holding company in Kiev where you will also report to.

**THE PROFILE**

Your skills will combine all aspects of accounting including financial management, that ideally will have been gained in a production environment. You will have the ability to speak fluently in Russian and English. Experience will have been gained in managing local finance teams in an emerging markets environment. Common sense and the ability to prioritise will be a major quality of your personality. Excellent computer skills are a prerequisite for this post. You will take a hands-on approach to management and be able to adapt to the challenging conditions of this fascinating but demanding environment.

Please send a full résumé with a covering letter to the address/fax below quoting reference FT 3025 on all correspondence. Applications will be treated in the strictest confidence.

Antal International, Shropshire House, 1 Capper Street, London WC1E 6JA. Fax no 0171-637 0949.



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**Finance Director**

**International Joint Venture**

Very Attractive Expatriate Package

Saudi Arabia

Pivotal role at the centre of prestige high tech project to establish a state of the art industrial facility for a consortium of major, blue chip companies.

**THE POSITION**

- Responsible to the Board for all financial and administrative functions in the start-up business. Ensuring optimal systems and procedures from the outset.
- Initial emphasis on working with consultants and joint venture colleagues to finalise detailed business plan to the satisfaction of equity partners, funding bodies and banks.
- Creating and leading all financial reporting and controllership systems within the company. Imposing highest standard of financial management and practice.
- One year renewable contract. Accompanied expatriate status.

**THE CANDIDATE**

- Bright, determined and resourceful qualified Accountant or MBA. Demonstrable track record in international JVs and strategic/business planning.
- Broad-based financial management experience. Familiar with complex manufacturing and service environment.
- Mature and diplomatic leader with drive and excellent man. management, staff development and motivational skills. Proven negotiating and commercial acumen.
- Ideally an Arabic speaker with cultural empathy for Saudi Arabian Society.

Please reply in writing quoting reference number B329 and giving full salary details and enclosing a copy of your CV to the address below:

International  
Executive Search  
& Selection.



Hanover Fox International,  
2440 The Quadrant, Aztec West,  
Bristol BS12 4QX, United Kingdom  
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You may be even more surprised to discover how similar Internal Audit Services is to a management consultancy practice. We can offer all the variety of assignments and clients, the intellectual challenge and opportunity to make a

positive impact by providing solutions which truly benefit our clients' business and profitability.

This is no ordinary internal audit. At Ernst & Young, our unique approach to internal audit and risk management has produced spectacular business growth and exceptional career prospects for ambitious professionals. We aim to add real value to our clients' businesses through proactive partnerships that share both risk and reward. It's a highly successful formula, and we're

confident that even greater market potential exists in this field.

This is no soft option or career backwater. We are looking for people with the energy, personality and initiative to drive the commercial development of a dynamic and thriving practice area, both in the UK and internationally. We're interested in candidates at all levels across the UK. Salary packages will range from £30,000 to six figure packages depending on your experience, skills and location. You may be

in management consultancy, in industry or with the audit practice of a leading firm, but in any case you must be looking for something challenging and different, involving high levels of client responsibility and business exposure.

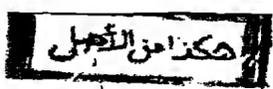
To find out more, contact our advising consultants Matt Leedham or Steve Blair on 0171 831 2000 or write to them enclosing a full CV at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Fax: 0171 831 6662.



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## FINANCIAL ANALYST

**Frankfurt or Basingstoke Excellent Package**

De La Rue plc is the largest commercial banknote and security printing company in the world. Following an internal promotion within one of their key operating divisions, an opportunity of unparalleled potential now exists for a highly motivated fast track finance professional. Working within a technologically advanced business unit, specific responsibilities encompass the German subsidiary based in Frankfurt.

### THE COMPANY

- Autonomous operating division of this major blue chip plc
- Leading provider of banking equipment to German financial institutions
- Significant client base; customer orientated approach
- Dynamic and entrepreneurial environment
- Highly profitable; huge growth potential
- Creative and innovative; at the forefront of specialist systems design

### THE PERSON

- Commercially minded finance professional; aged 30 - 36
- Internationally recognised accounting qualification
- Proven track record of commercial analysis within a manufacturing organisation
- Conversational English and German
- Knowledge of UK/German GAAP
- Value added approach
- Management presence; strong influencing skills

### THE ROLE

- Direct reporting to the Divisional Financial Director
- Pivotal role between finance and operations
- Commercial analysis of business performance
- Capital appraisal and financial review
- Budgeting and cash flow forecasting
- Enhancement of existing internal systems

This role attracts a high basic salary, good bonus, car and relocation assistance if necessary. If you would like to discuss this outstanding opportunity please contact our advising consultants Shamima Sharon Parekh or James Heath at Executive Match on 44 171 872 5544, or fax your CV quoting ref. F/480 to:

**EXECUTIVE MATCH**  
1 Northumberland Avenue,  
Trafalgar Square,  
London WC2N 5BW.  
Fax 44 171 753 2745



## It doesn't get much better than this Finance Director

West London

c £45,000 + Equity Options

'Phenomenal' is one way to describe our client's success over the past six years. From nothing, this company has established itself as the market leader in its specialist retail field, with over 30 quality retail outlets throughout the UK and Ireland. The company's success has been based primarily upon its rapid attainment of a nationwide retail presence and brand; the quality and value of its exclusively developed products; the standard and innovation of its merchandising and lifestyle marketing and real visionary leadership.

This is only the beginning. Having developed the business to this point, the Board is now looking to implement a new executive team to take the company into the next millennium. The prospects for the future

are no less impressive than the company's success to date and could ultimately involve the company's flotation.

The new post of Finance Director is to play a key part in this three strong management team. Your brief will be to provide clear and incisive financial leadership and to help develop the commercial management of the business. Probably from a retail background, you will have the technical ability to master a commercial finance function yet the entrepreneurial skill to see beyond the figures and create business opportunities.

If you are looking for a chance to use your business acumen and flair in a fast growing, successful business with the opportunity of equity share and a real future...then it doesn't get much better than this.

If you believe you are up to the challenge, then send your CV to Keith McCambridge at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH or call him on 0171 269 2296 for more information.



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## Business Development Accountant

Croydon

£35k-£40k + Car + Benefits

Nestlé is the world's largest branded food manufacturer, employing 200,000 people and selling a wide range of products worldwide. The Group's success is based on a commitment to invest heavily in research and development combined with some of the most enterprising marketing activity around. Brands such as Nescafé, Kit Kat, Quality Street, Perrier, Crosse & Blackwell, Lyons Maid and Findus make Nestlé part of the life of millions of people around the world.

Within the UK, Nestlé has operations in 23 locations and total sales in excess of £1.7bn. Headquartered in Croydon, it has four main trading divisions and two further businesses which focus closely on their own particularly markets. As a result of an internal promotion, the business is now looking for a high calibre accountant to join the Business Development and Analysis Team.

Reporting directly to the Business Development Manager, the successful candidate will work as part of this small, multi-disciplined consultancy team which provides high profile analyses, recommendations and support on a range of strategic issues across the business. Specifically, responsibilities will include:

- evaluation of key issues and opportunities facing the business
- provision of competitor, industry and economic analyses and comment to the business
- identifying and executing acquisitions and disposals
- leading and motivating up to six individuals during certain assignments.

A qualified accountant, you will have gained an impressive record of two to four years' post qualification experience. This will have been gained either in a substantial industrial based organisation or within a number of departments within a leading firm of Chartered Accountants. In either case, your success to date stems from an open minded, commercially oriented approach. You are committed, energetic, tenacious and capable of working in an environment that is characterised by a competitive, forward thinking culture.

An attractive package and the potential to develop an outstanding career in a global meritocracy and leading FMCG "player", complete the opportunity.

Interested candidates should apply to our advising consultant Jonathan Jones of Jones Christopher, enclosing a full curriculum vitae and remuneration details. Please quote JJ2721 on all correspondence.

Note: Any CVs submitted directly to Nestlé UK Ltd will be forwarded to Jones Christopher.

**JONES • CHRISTOPHER**

FINANCIAL RECRUITMENT CONSULTANTS

Jones Christopher, 4th Floor, Linnen Hall, 162-168 Regent Street, London W1R 5TB. Tel: 0171 306 3202. Fax: 0171 734 6280.

**NESCAFÉ**



## BUSINESS AND TECHNOLOGY REVIEW

Fast Changing Financial Services Group

London

c.£40,000 + bens

With an impressive record of success, our client's operating profit has more than doubled in the last four years, matched by a consistent growth in share price and dividends. Staying at the forefront of a rapidly changing environment, the group continues to grow organically, through acquisitions and by moving into new markets. Building on its reputation as a leading life insurer, our client's interests also include unit trusts, fund management and, most recently, retail banking.

The group's London-based operational review team provides a worldwide resource for all business units. Following a promotion to a line management role, the team needs to strengthen its ability to manage and implement business-focused reviews, with a particular emphasis on IT. The successful applicant and integration of new technologies is central to the group's continued growth. The team therefore requires an additional member able to act as an objective advisor, taking responsibility for entire projects, from establishing initial scope through to presentation of the final report. This is a key role in the team, with the emphasis on improving process efficiency and client service.

The successful applicant will work with colleagues from diverse international business units, presenting recommendations to senior management. Excellent interpersonal skills are therefore of prime importance. Candidates are most likely to be qualified ACAs, but could also come from a systems background. A minimum of one year's IT audit or consulting experience, with exposure to networks and open systems, is essential; experience of financial audit and of the financial services sector will be an advantage.

With an attractive range of benefits and a strong commitment to training and development, prospects within the group are excellent. Recent promotions from the team include moves into strategy, line management and operations, in the UK and overseas.

Interested applicants should post or fax a full CV quoting ref 181 to the address/fax number below. For more information contact us on 0171 242 9191 or alternatively during the weekends and out of office hours on 01206 262474.



SEARCH & SELECTION

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## Mobile Global Communications Regional Technical Managers

Global Locations

Excellent Package

ICO Global Communications (ICO) was established in January 1995 as a private company to provide satellite-enabled personal mobile global communications services. The company will commence full commercial service in the year 2000.

In order for the ICO business strategy to be achieved agreement must be reached with the national telecommunications regulatory body in each country. As Regional Technical Manager operating from one of ICO's Regional Offices you will:

- manage the country by country negotiations relating to spectrum management, frequency co-ordination, standards and radio regulatory matters.
- provide the Regional General Manager and ICO Franchisees with technical assistance where appropriate.
- act as the local liaison point between ICO Global HQ and the regional Satellite Access Node operator.

You will operate as a key member of the Regional General Managers team, whilst reporting functionally to the ICO corporate regulatory function. The position will also require liaison with numerous external bodies as well as internal functions within ICO.

A professional and technically qualified individual, with a high level of personal credibility is sought for this key position. You must be fully conversant with the local/regional requirements for type approval of mobile radio equipment as well as working knowledge of fixed satellite earth functions and interconnection to the PSTN. Fluent command of both English and a relevant regional language is essential.

In return, you will be rewarded with an excellent remuneration package as well as relocation assistance.

To apply, please send your CV, including a covering letter detailing how you match the job profile and quoting salary details to:

Ref FT,  
The Recruitment Manager,  
ICO Global Communications,  
1 Queen Caroline Street,  
HammerSmith, London W6 9BN.  
Fax: 0181 563 7872.  
Email: recruit@ico.co.uk

ICO is an equal opportunity employer.



## Finance Director

Branded Retailing

London : up to £70,000 + Car

This privately owned and profitable business is a leading supplier into a UK retail market which is represented both in the High Street and in the growing 'factory outlet' sector.

The company retails a number of well known brands in the UK and is poised for international expansion. This board appointment calls for a young, qualified accountant who has already run a disciplined function in a very commercial, retail-linked environment. Systems involvement will have been very strong; acquisition and MBO experience would be useful as would exposure to the management of a brand. The rewards package will be fully comprehensive, including relocation assistance, and will be enhanced by the opportunity to shape the success of this dynamic young company. Please reply, in confidence, with full career details to Stuart Macintyre, as adviser to the company, at Thomson Partners Ltd, 1-11 Hay Hill, Berkeley Square, London W1X 7LF.

**Thomson Partners**  
Search and Selection



Berkshire

## Group Management Accountant

To £35,000 + benefits + relocation

Our client is a leading international human resourcing and consultancy group. Already major players in a number of markets, they are now poised for strong sustained expansion.

In order to manage this growth effectively, they have created a new role, reporting to the Group Finance Director, for an ambitious, computer literate management accountant. You will be responsible for developing a fully integrated multi-site financial and management reporting system, and co-ordinating and preparing strategic business plans and annual budgets.

You will be a graduate qualified accountant with at least two years' commercial experience and outstanding analytical, communication and influencing skills.

This is a superb opportunity to take significant senior responsibility and guide a growing business at a key stage in its development.

To apply, please send your CV and current salary details with a covering letter, quoting reference C2083 on the envelope, to: The Response Centre, TCS Advertising, 35 Garway Road, London W2 4QF.

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Audit



The EIB, the financial institution of the European Union, with a yearly lending programme of some 20 billion ECU and its parallel borrowing programme, is currently seeking for its headquarters in Luxembourg a (m/f)

## Head, Internal Audit Division

European Investment Bank

A career in the heart of Europe



to lead a small team of multi-disciplinary and multi-national professional internal auditors responsible for carrying out a full range of compliance and operational audits in accounting, finance, long-term lending, information technology, general administration and personnel, including payroll, pensions, taxes and health insurance schemes.

The appointment for this post, which reports directly to a member of the Management Committee and to the Audit Committee, will be for a fixed-term period of five years.

Qualifications required: University degree in economics, business administration or equivalent and professional qualification as chartered accountant and/or certified internal auditor (CIA) or equivalent. An additional qualification as certified information systems auditor (CISA) would be an advantage.

Extensive professional experience at senior level: Preferably as both external auditor/consultant and internal auditor, preferably at the head office of a major financial institution.

Requirements: This independent function within the institution requires the following abilities: • On the basis of developments in the Bank's activities, policies and procedures, to prepare and discuss an annual, risk-based programme of audits. • To report regularly on the Division's activities and to ensure effective follow-up on the implementation of major audit recommendations. • To provide supervision and quality assurance in the performance of audits. • To produce results through organisation, team-work and personnel development in accordance with the Standards of the profession of Internal Auditing. • To initiate ideas and foster best practice in internal control throughout the institution. • Good communication skills and a proven aptitude to edit and produce effective audit reports. • Conversant with the use of a PC and data interrogation languages. • High level contacts with external bodies.

Languages: The Bank's audit reports being produced in English or French, it is essential to possess a perfect knowledge of one and a very good command of the other. Knowledge of other Community languages would be an advantage.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. Applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae, together with a letter and photograph, quoting the appropriate reference, to:

EUROPEAN INVESTMENT BANK  
Recruitment Division (Ref: AI 9601)  
L-2950 LUXEMBOURG. Fax: +352 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.



Oxfordshire

Circa £30,000 + car + bonus



Search & Selection

## Project Accountant

Our client, Wace Specialist Print, is part of Wace The Imaging Network, the world's leading specialist pre-press and print group. Using state of the art digital technology, this successful company has built up a reputation for providing its customers with excellent products and quality service.

An outstanding opportunity exists for an ambitious qualified accountant to join this young successful division. Reporting to the Divisional Finance Director, you will be responsible for reviewing all aspects of the business, working on both financial and non-financial projects.

Working closely with other Divisional Managers, you will examine current systems and procedures across each function of the business, and make recommendations for improvements in the Division's growth and profitability. You will also be required to contribute to the production of the group financial reports at peak times.

The ideal candidate will be ACA/CIMA qualified with 2-3 years PQE gained in industry, corporate finance or consultancy. You must have experience of Business Process Re-engineering and be familiar with Activity Based Management techniques. A good understanding of how Management Information Systems operate in a commercial environment is desirable, as is a knowledge of World Class manufacturing techniques.

This high profile position requires someone with exceptional personal qualities. You should be articulate and persuasive, diplomatic and perceptive. Highly motivated, you will possess good project management skills and work well either in a team environment or on your own. Our client is looking for someone who has a good understanding of commercial issues - someone who is business aware, rather than numbers driven.

Please send your Curriculum Vitae and current salary details, by 30th October to: Elaine Jones, JMC Search & Selection, PO Box 5624, Solihull, West Midlands B93 9RJ.

## DIRECTOR OF FINANCE

INTERNATIONAL CLIENT SERVICE ORGANISATION

LONDON

c. \$55,000 + BONUS + BENEFITS

Established over 200 years ago, this professional organisation has grown to 50 offices world-wide with longer term plans for wholly-owned offices in every major business centre.

In line with the ambitious development plans, the organisation needs a high calibre Director of Finance who will both raise the quality of management information and assist with strategic development.

The Director of Finance will work closely with the Chief Executive and provide high level support to the full management team.

A qualified accountant, probably aged mid-30s, whose personal qualities allow him/her to function effectively in a highly decentralised environment made up of international offices from six to 110 people across a variety of national cultures.

He/she will be a 'hands on' financial manager capable of achieving excellence by coaching and persuading rather than simply by dictating, and must therefore have particularly strong people skills.

Subject to performance, the successful candidate can expect to be offered a seat on the board after a reasonable period.

Please apply in writing quoting reference 1197 with full career and salary details to:

Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043  
http://www.whitehead.co.uk/whitehead



A Whitehead Mann Group PLC company

## GROUP FINANCIAL CONTROLLER

FTSE MID 250 GROUP

YORKSHIRE

TO \$60,000 + BONUS + BENEFITS

£550m turnover, quoted manufacturing and distribution group with operations in 18 countries and some 5,000 employees. A recent very substantial acquisition has confirmed the group within the top multi-national league in its sector.

In line with the rapid step up in scale, the internal structure of this decentralised business is being significantly upgraded, including the appointment of a high calibre Group Financial Controller, arising from the internal progression of the previous incumbent.

Supported by a team of four, he/she will ensure that the Board is fully aware of the Group's performance against targets and that management information actively supports business decision-making. Responsibilities will include international tax planning, systems development and co-ordination of treasury management.

Mid 30's, qualified accountant and preferably a graduate trained in a leading professional firm, with subsequent experience in a 'blue chip' group. Proven skills in strong financial leadership, ideally in a consumer products distribution company which operates sophisticated systems, controls and procedures.

Excellent technical skills including the areas of tax and treasury will be essential. Personal qualities will include a high level of personal credibility, excellent communication skills and a preference for an open management style where constructive challenge is expected. Ability to speak French would be advantageous.

This appointment represents an opportunity to join a progressive, international group at a crucial stage in its development, with scope to make a considerable personal impact.

Please apply in writing quoting reference 1251 with full career and salary details to:

Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043  
http://www.whitehead.co.uk/whitehead



A Whitehead Mann Group PLC company

## STERLING

Diagnostic Imaging International S.A.

The Sterling Diagnostic Imaging Inc. company was formed in April 1996 as a privately owned spin-off business from the DuPont Company. Sterling manufactures, markets and sells medical x-ray film, equipment and related products on a global basis. The company has annual sales of \$550 million and approximately 2,000 employees worldwide. Net sales of the European and Asia Pacific group, headquartered in Geneva, Switzerland, are approximately \$175 million. The immediate challenges are to quickly transition away from a dependency on DuPont systems and functions. In this regard, we are looking for two

### high calibre candidates with professional & leadership experience as ACCOUNTING MANAGER REGIONAL TREASURER

for our European and Asia Pacific subsidiaries as well as coordination with U.S.

#### Your mission:

Set up and direct a centralized accounting team responsible for general ledger, financial reporting and control activities for several European subsidiaries. You also play a key role in our global project of setting up management information systems including practices, procedures and processes for all financial activities.

#### Yourself:

You have a degree in accounting, 5 to 8 years of professional experience of which some in a supervisory role. You have a good understanding of U.S. generally accepted accounting principles (GAAP) and of European statutory reporting and accounting requirements.

Ref: 472.1847

#### Your mission:

Set up our centralized treasury function to service the Sterling European/Asia Pacific operations. You coordinate cash management in your region and interface with HQ in the U.S. This task also includes the development and implementation of foreign exchange programs as well as the management of our European banking relationships.

#### Yourself:

You are flexible, open-minded but tough when it comes to defending important issues. You have several years of experience in international treasury related functions such as cash management, credit and collection, tax issues and bank relations. A degree in finance and your proven success in your past functions qualify you for this highly challenging position.

Ref: 472.1848

We offer very attractive employment conditions in Geneva (Switzerland). You will be part of a dynamic team responsible for creating the regional finance function and have the possibility to grow with a world leader in the medical diagnostic imaging market.

Mercuri Urval SA, Ch. du Jonin 1, CP 2428, 1260 Nyon 2, Switzerland, with the corresponding reference or phone for additional information. Telephone number: 41 (0)22/362 19 55. Full confidentiality is ensured.

Mercuri Urval, assessment experts in recruitment and selection, potential analysis, management development and coaching with offices in Nyon, Zürich, Basle and Bern and 75 further agencies in Europe, USA and Australia.



### Central London

This recently listed Company has raised funds to develop the exploration of high-quality metals overseas. The Company is pursuing a policy of achieving maximum growth by generating operating revenues over the next few years from its projects and by further investment to expand its project portfolio.

The successful candidate will be responsible for the co-ordination and preparation of management and financial accounting within a multi-currency environment, including monthly management reporting, analysis and interpretation. You will provide cash-flow forecasting and monitoring and input into the planning and budgetary process (focusing on operational and business issues). Constant communication with the East European based finance functions will be required to develop the Group business processes and reporting systems. A degree of travel to maintain working relationships will be necessary.

The position has excellent growth potential; you will be expected to provide

future input into the evaluation of projects with a view to future exploitation and to assist in further finance raising, including establishing and building relationships with institutional investors and advisors.

You will be a qualified Accountant with a minimum of two years' post qualification experience in Commerce and Industry. Probably in your late twenties you will be able to demonstrate strong technical expertise and the confidence and interpersonal skills to be an excellent communicator.

This is an outstanding opportunity providing significant exposure to senior management and will result in excellent career progression.

To apply, please send or fax your résumé quoting reference number 3225/27 to Caroline Ford at Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax: 0171 240 1052. Alternatively, our internet address is <http://www.morganbanks.com.au> or please E-mail us on: [s&s@morgan01.demon.co.uk](mailto:s&s@morgan01.demon.co.uk)

Morgan & Banks  
INTERNATIONAL

## Happy Mondays!

The Financial Times has launched a new, weekly Accountancy Appointments section. It contains jobs with salaries under £34,000 p.a., and is therefore distinct from our market-leading Thursday Accountancy Appointments pages.

For more details please contact

Dominic Knowlson:

Tel - 0171 873 4095 Fax - 0171 873 4015

E-mail - [robert.hunt@ft.com](mailto:robert.hunt@ft.com)

# IT Appointments

## Implementing business transformation in treasury and risk management.

# It's the results that count.

IBM's management consulting operation is handling some of the most exciting business transformation projects in the Banking, Finance and Securities sectors. Our work is international in scope. Our application of technology is helping to re-define the leading edge. So why are so many of the world's most prestigious financial institutions trusting IBM to secure their competitive edge for the future?

The fact is, we bring together industry knowledge, consultancy expertise and leading-edge technology in a seamless international capability that is unique. Yet our refreshingly open approach to consulting does away with the mystique of "the expert" and makes solutions accessible and comprehensible to the customer. And we provide results, not just reports or recommendations. As the momentum of our business continues to grow, we need more people who enjoy delivering great things for clients.

We are looking for implementation managers with at least three years' relevant experience to lead the delivery of large-scale business transformation projects which are pan-European in scale and scope. The role calls for a rare blend of technical skills and customer-facing consultancy expertise. On one hand, you must have solid experience of application

development and package assessment of leading edge trading and risk management applications, such as INFINITY, ALGORITHMICS, SUMMIT, DEVON AND KONDOR +.

But you must also be an assured team leader who is accustomed to working with end-users at all levels, throughout the project cycle and on into commissioning, hand-over and training. You must be prepared to travel widely within Europe in the course of your assignments.

Salaries and benefits are designed to attract people of the highest quality, whether established consultants or IT professionals currently working with a bank. Unlike traditional consulting firms which operate a limited, partner-centred hierarchy, we can promote good people as quickly as their achievements and abilities deserve. Please write with full cv to our appointed consultants: Joe Thomas and George Corbett at IBM Selection, 76 Walling Street, London EC4M 9BJ. Telephone: 0171-248 3653. Fax: 0171-248 2814. Please quote ref: 404.

IBM is an equal-opportunity employer. The IBM homepage can be found on the Internet at <http://www.ibm.com>



Solutions for a small planet

Other company, product, and service names, may be trademarks or service marks of others.

# Senior Appointments

## Invest in your Future Corporate Finance

Our client is one of the top twenty names in international investment banking. The manipulation of data is integral to the expansion of their business resulting in several demanding roles. These business critical positions will demand imaginative development of the next generation of PC based Risk Advisory services.

**Head of Quantitative Development salary to £100,000**

You will need proven experience in the quantification of corporate risk exposure on any time scale, allowing these risks to be optimally managed by the design of appropriate hedging and asset/liability management strategies. The successful candidate will be totally responsible for the design and development of a modelling framework to support all functions required in Risk Advisory.

**C Bond Analyst Programmers salary to £60,000**

Analyst Programmers will need total commitment and a minimum 12mths client server skills, previous experience in financial markets is required and any knowledge of Bonds is highly desirable. Candidates with some knowledge of C/C++, Excel, VB or OO Analysis and design can be assured of truly dynamic career, where you can expect the rewards associated with a major force in global finance.

For an informal discussion about these exciting career challenges, please contact our city consultant Lisa Russell on 0171 419 2518 mobile 0956 891323 alternatively send your cv on disc or hard copy to Prime Selection, Prime House, 136 Kentish Town Road, London NW1 9QB, Fax 0171 813 6574 or e-mail on 100451.3674@COMPUSERVE.COM

# HEAD OF IT

## Innovative strategist. Hands-on pragmatist

The City £60,000+ and car + benefits

This rapidly expanding organisation, operating in a rapidly expanding market sector, is unique. Well over 100 years old, it has experienced 700% growth in eight years by successfully blending tradition in its approach to business with the competitive use of IT, in all its forms, to gain business advantage.

### The role

- evolve an IT strategy in line with the business strategy whilst maintaining existing systems
- recommend and manage the delivery of IT projects, on time and within budget, in the areas of infrastructure, business models/ solutions and information management
- deliver effective IT solutions by appointing and managing an external supplier network
- keep abreast of business developments and ensure best practice is followed.

### The person

- graduate or qualified accountant (MBA preferred) with a successful IT project management record in a finance-sector organisation which has undergone significant business process re-engineering and change
- fully conversant with a broad range of communications, operating, mid-range and management information systems
- strong listening, facilitating, advising, relationship-building, networking and teamworking skills
- flexible, creative strategist and accomplice with pragmatic, hands-on approach.

Please send cv and a letter indicating current remuneration, with a paragraph addressing each of the eight points above, to David Waller, Executive Search and Selection, Ref: D568/DRW/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR.

London (0171) 730 9000  
Birmingham (0121) 454 5791

**PA Consulting Group**  
Creating Business Advantage

Glasgow (0141) 221 3854  
Edinburgh (0131) 225 4481  
Manchester (0161) 236 4531

Malaysia Luxembourg Japan Italy Ireland Hong Kong



# VAUXHALL



## Information Technology Manager

Salary: Negotiable + Car + Bonus + Benefits  
Luton Based - International Travel

**UK - Luton, Bedfordshire**  
Vauxhall Motors Limited is the UK Automotive Subsidiary of General Motors International, part of General Motors, the world's largest company.

As a result of an internal promotion Vauxhall are seeking a high calibre individual to fill the post of Information Technology Manager, reporting to the Director of Finance. The successful candidate will be responsible for managing the IT department, and continuing the development and implementation of an IT strategy that supports the company's business objectives.

### The Key Job Responsibilities:-

- Ensure that the technology deployed in support of Vauxhall is market leading in terms of both cost and quality.
- Ensure that the day to day operations of the technology resources meet management objectives.
- Liaise with Director of Technical Services GM International to ensure a consistent approach to technical architecture and system deployment.
- Control of the IT budget (£40M).

● Advisor to the Board of Directors on Technology Issues.

### The Key Job Qualifications:-

- 10 years Information Technology experience with a multinational organisation.
- Excellent business and technical experience in a Manufacturing Industry (Automotive preferred), coupled with a strong academic achievement (MBA preferred).
- Comprehensive knowledge of modern trends in Information Technology and how they are applied in an organisation.
- The successful candidate must have strong communication skills and leadership experience.
- Strong team player.
- Ability to work with all levels within the organisation.

Reply in strict confidence quoting reference ITM with CV and relevant experience by 31st October 1996 to:-  
John Culley, Manager Finance Administration, Vauxhall Motors Limited, IMP C2, PO Box 3, Luton, Bedfordshire, LU1 3YT, United Kingdom.

# FX SYSTEMS DEVELOPERS

Surrey

Our client is an international full-service software and systems company. Concentrating on the development of a complete line of banking systems, our client is dedicated to providing turnkey solutions to meet the specific needs of its clientele. The company's products include on-line, real-time trade finance banking systems and international wholesale treasury solutions, widely used by many major international treasury houses.

Following the recent expansion of its UK operations, our client has a number of opening for developers to work on a

state-of-the-art Client/ Server Front-Office and Decision Support System utilising Windows-NT O/S. Prospective developers should have substantial 'C' or C++ and have either worked previously on banking systems and/or have Windows-NT development experience.

The continuing success of this company and its further expansion in the UK make these positions extremely attractive in terms of fast-track career advancement. The company is committed to leading-edge technologies and will provide training to ensure you stay ahead of the market.

For further information please contact Neil Chambers at:  
Paragon I.T. Human Resources, 2nd Floor, 80 White Lion St,  
London N1 9PF

Tel: 0171-278-4444, Fax: 0171-278-9445, Email: [paragon.rec@dial.pipex.com](mailto:paragon.rec@dial.pipex.com)

# BUSINESS AND TECHNOLOGY REVIEW

## Fast Changing Financial Services Group

London

c.£40,000 + bens

With an impressive record of success, our client's operating profit has more than doubled in the last four years, matched by a consistent growth in share price and dividends. Staying at the forefront of a rapidly changing environment, the group continues to grow organically, through acquisitions and by moving into new markets. Building on its reputation as a leading life insurer, our client's interests also include unit trusts, fund management and, most recently, retail banking.

The group's London-based operational review team provides a worldwide resource for all business units. Following a promotion to a line management role, the team needs to strengthen its ability to manage and implement business-focused reviews, with a particular emphasis on IT. The successful application and integration of new technologies is central to the group's continued growth. The team therefore requires an additional member able to act as an objective advisor, taking responsibility for entire projects, from establishing initial scope through to presentation of the final report. This is a key role in the team, with the emphasis on improving process efficiency and client service.

The successful applicant will work with colleagues from diverse international business units, presenting recommendations to senior management. Excellent interpersonal skills are therefore of prime importance. Candidates are most likely to be qualified ACAs, but could also come from a systems background. A minimum of one year's IT audit or consulting experience, with exposure to networks and open systems, is essential; experience of financial audit and of the financial services sector will be an advantage.

With an attractive range of benefits and a strong commitment to training and development, prospects within the group are excellent. Recent promotions from the team include moves into strategy, line management and operations, in the UK and overseas.

Interested applicants should post or fax a full CV quoting ref 179 to the address/fax number below. For more information contact us on 0171 242 9191 or alternatively during the weekends and out of office hours on 01 206 263474.

**ALDERWICK CONSULTING**

SEARCH & SELECTION  
95 FETTER LANE, LONDON EC4A 1EP TEL: 0171-242 9191 FAX: 0171-242 9560

# IT City Appointments

**OPTIMA CONNECTIONS**

**banking**

### C++, CURRENCY OPTIONS

City To £70,000 + Bonus + BBs

This elite group of hybrid programmers are looking for a bright graduate with excellent technical skills to work in a pressurised, delivery focused environment. Candidates must have over 2 years' C++ on either UNIX or NT, SQL and business aptitude. Senior developers with relevant derivatives experience are also of interest.

### EXCEL/VBA SUPPORT TO DEVELOPMENT

City £30 - 50,000 + Bonus + BBs

Leading US investment bank has an opportunity for an exceptional Excel, VBA professional. Working close to the business, predominantly Interest Rate and FX, the successful candidate will be involved with support, until familiar with traded products and then move into a pure development role. A 1st or 2:1 degree is pre-requisite.

### JNR QUANT - ARBITRAGE

London £45,000 + Bonus + BBs

Major U.S. derivatives player wishes to enhance their arbitrage research group with a recent PhD graduate in mathematics or probability related disciplines, and preferably Operational Research. 1-2 years C/C++/UNIX and risk management with trading highly desirable. 1st degree and PhD from a top university and record of academic excellence essential.

### "BIG 6" CONSULTANTS

City To £60,000 + Car + Bens

This "Big 6" consultancy is looking for consultants with up to 10 years post grad experience with an Investment Management product background. Sought after packages are: SUNGARD, PREMIER, WARBURG, QUASAR or DST. A post graduate accounting qualification would be beneficial but not mandatory. This is an ideal opportunity for career progression.

### PRE SALES RISK CONSULTANTS

City To £60,000 + Bonus + Bens

This prestigious developer of trading and risk management products is looking for a Pre Sales Consultant. The role would range from the preparation and demonstration of customer solutions to onsite consultancy. First class Risk Management or Trading knowledge and solid technical skills in C++, UNIX, NT, ORACLE or SYBASE are necessary.

### DEVON SUPPORT

City £Negotiable

A young entrepreneurial derivatives consultancy that develop market leading pricing and risk management systems are looking for two very experienced DEVON users. Candidates will either be DEVON consultants or in an Administration role using the DEVON product extensively. This is a unique opportunity to progress very quickly to senior, influential positions.

For more information on these and other opportunities currently available please contact

**Optima Connections Limited** No.4 BATH STREET, LONDON EC1V 9DX  
 TEL: 0171 698 1990 (24hr answering service) FAX: 0171 698 1205  
 E-MAIL: optima.connections@dial.pipex.com

## INVESTMENT BANKING

£30k - £50k  
 + bonus  
 + bens

**FIXED INCOME/SQL/OO**  
 World leading Securities trading house requires Senior Developers with good business and technical expertise. Operating very closely with the trading floor, duties will include life cycle development, extensive user contact and exposure to pricing and evaluation hedging. Experience of Fixed Income products (Bonds, Futures, Repos etc) and Database ad/or OO/Powerbuilder tools is absolutely essential. Fantastic career opportunities.

£30k - £50k  
 + bonus  
 + bens

**CLIENT SERVER/MATHS**  
 High calibre Developers required for this leading US Investment Bank. Working within the Derivatives Technology Group, you will support Senior Project Managers in the development of a new trading system. These are hybrid roles encompassing both IT development and business analysis of complex pricing systems. Specific skills must include C or C++, SQL and mathematical expertise. Rapid career progression to Project Management.

to £40k  
 + bonus  
 + bens

**POWERBUILDER/SQL**  
 Leading Investment Bank requires Developers with at least 12 months' Powerbuilder/SQL development experience. You will be involved in the design, development, implementation and global roll-out of business critical systems using Powerbuilder and SYBASE. You will work closely with users on medium to large scale projects throughout the full life cycle. If you believe you are 'delivery focused' and able to work well under pressure, these positions offer excellent prospects.

£35 - £45k  
 + bonus  
 + bens

**C/C++/UNIX**  
 Fixed Income Group of this pre-eminent US Investment Bank seeks high calibre Developers with strong C++ and/or C skills. Working with the 'Front Office' team, you will develop systems from feasibility to implementation, incorporating extensive user contact, design and build using OO, SYBASE and RAD technologies. First class candidates will benefit from a career path which is second to none.

£30 - £50k  
 + bonus  
 + bens

**CLIENT SERVER/DERIVATIVES**  
 Complex Derivatives arm of this international finance house seeks high calibre Developers with a mix of IT skills and investment banking knowledge. Interacting with both business and IT, you will build complex systems - creating pricing models, delivering RAD applications and offering business solutions. Strong technical skills including C, C++ and GUI front ends are essential as is a good understanding of the investment business. An exciting and highly rewarding career ladder.

to £80k  
 + bonus  
 + bens

**HEAD OF QUANTITATIVE DEVELOPMENT**  
 A unique opportunity exists for a numerate technician with at least two years' financial modelling to head up a new group responsible for the development of a Corporate Risk System for a top Investment Bank. Your background should include 2 years' C/C++ and strong DBMS skills and an excellent maths degree - ideally with PhD. Your brief will include the development of a system based on Monte Carlo simulation, as well as sophisticated market and portfolio models. Outstanding prospects.

ARC International is working with the top Investment Banks. This is a selection of opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV, with a covering letter, to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington Street, London W1X 1FF. E-mail arc@ijobs.co.uk Internet http://www.ijobs.co.uk

Tel: 0171-287 2525



Fax: 0171-287 9688

Our client is a blue chip major international securities house trading in global markets. Its success and growth together with a commitment to using the latest technology has resulted in an opportunity to join this progressive organisation.

## SECURITIES INDUSTRY

Senior Support Analysts

CITY BASED

HIGHLY COMPETITIVE SALARY



Specialist Recruitment for the Banking and Finance Sector and the Suppliers to that sector.

You will be responsible for:

- Liaison with Japanese business users, identifying and progressing requirements
- Problem resolution and change management
- Participation in technology implementation programmes
- Co-ordination of desktop solutions and implementation of user application tool.
- Support of desktop Japanese systems and applications
- Interface between London and Tokyo on desktop and support related issues

Your objective is to develop a highly responsive and results driven support unit, able to meet Japanese clients' expectations, gaining the respect of both clients and IS management. You will have the following skills:

- Fluent spoken and written Japanese and English, including familiarity with technical terminology is essential
- A minimum of 4 years' Microsoft Windows/J and J-JOS support experience, preferably gained within a dealing room environment
- Good working knowledge of MS Office Professional suite of products, including competence in macro scripting, OLE and ODBC
- Networking PCs in a UNIX client/server environment, in particular knowledge of TCP/IP including NFS (C-NFS-Pro, Chameleon etc)
- Good knowledge of financial applications such as Tektronix, Market Street for Windows and TIBLINK, Microsoft Windows NT, cc: Mail/Open Mail, Open Time, Message/Internet, Intra and Apollo spreadsheets.

Excellent communication skills and the ability to perform to a high standard under the pressure of a dynamic dealing environment are essential. Highly convenient in Japanese business culture, a knowledge of the London and Tokyo financial markets and a strong service focus are paramount.

These positions will be well rewarded. If you are able to meet this exciting opportunity and have the qualities and experience to realise this challenge, please send your CV to Alan Summers quoting reference FT1096 at S&H Consulting Limited, 17 Wigmore Street, London W1H 9LA. Tel: 0171 580 5816.

## Head of IT Service Delivery

Wholesale Financial Markets

c. £50,000 + Bonus + Benefits

City

Our client, an acknowledged leader in international financial markets, is currently reviewing all of its support functions to meet the demands of a constantly changing business.

This has led to an opportunity for a very business-aware Manager with both a technical and systems background to take responsibility for all systems and communications support for the UK operation.

This will include front and back office functions including dealing and accounting systems as well as local and international networks.

We are seeking a highly credible IT professional with excellent interpersonal and communication skills and the ability to bridge the gap between technology and business. You will need to be pro-active in identifying opportunities for

improvement and be able to explain and present potential future solutions without resorting to unnecessary technical detail.

City experience is not essential providing you have exposure to a mission-critical environment and a total commitment to 100% service levels.

Reflecting the importance of the position there is an excellent salary package available including a performance bonus, non-contributory pension and medical insurance.

To apply, please write, enclosing your CV, to Harvey Nash PLC, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032.) Please include your current salary details and a daytime contact number. Please quote reference number HN2336FT. You may also apply via [http://taps.com/Harvey\\_Nash](http://taps.com/Harvey_Nash)

HARVEY NASH PLC



## LEADING INVESTMENT BANK

INFORMATION TECHNOLOGY DIVISION

CITY - CONTRACT & PERMANENT

£ EXCEPTIONAL

Our client, as one of the leading institutions in the City, is currently implementing a number of key projects within the IT department.

These developments have led to a number of openings for individuals who can demonstrate excellence in their technology skills coupled with a dynamic approach and a broad, in-depth, business sense.

The environment is Client-Server, the technologies are leading edge. The vacancies range from Analyst/Programmers, to Project Managers, to Systems Administrators.

### BUSINESS INTERFACING DEVELOPERS

Three to four key individuals are required to design and develop the mission critical equity derivatives trading and risk management systems. Strong OOD (VC++/NT or C++/UNIX) is required with an in-depth understanding of derivatives and/or market risk.

### TECHNICIANS

Skilled individuals are sought to aid in the upgrade and expansion of the technical services capability. Candidates must have a solid background in Unix systems administration with a good understanding of Solaris, preferably v2.4; NT design, implementation and delivery; and Reuters and Triarch experience.

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Healths by Mark Suzman

# Commitments prove elusive

## Little progress has been made in clinching the big hospital deals so badly needed

There may be some debate as to which has been the best-performing area for PFI over the past 12 months, but there is no contest for the worst: the health sector has had a very difficult year. Although some deals are now imminent, not a single one of the big hospital deals expected to revitalise capital stock in the National Health Service is yet signed.

It is all a stark contrast to last November, when Stephen Dorrell, the health secretary, announced the first such project to receive Treasury approval - a £20m hospital for South Buckinghamshire trust - after last year's budget. Then he said he expected deals to come through at a rate of at least one a month, with construction beginning shortly after.

Since then there has been no shortage of projects - 24 have now got preferred bidders while five more have been formally approved by the Treasury - but signed

deals have proved frustratingly elusive.

At the same time, several contractors have withdrawn from projects at the bidding stage in protest at the expense and bureaucracy involved.

The first big obstacle came at the beginning of the year when banks and other lenders became concerned that the structure of the decentralised NHS meant that the government would not be required to honour the liabilities of any trust that went bankrupt.

In response, Mr Dorrell rushed through emergency legislation in the form of the Residual Liabilities Act, which was passed in March, committing the government to meet such risks.

To the irritation of trusts, however, some banks are still concerned that the health secretary may be able to use a loophole to avoid payments, and are therefore reluctant to commit to a hospital deal.

"It is frustrating that banks and lawyers keep winding it up," says Andrew Neill, head of the private finance unit in the NHS, who insists that it is neither "necessary nor possible" for

Mr Dorrell to completely guarantee such liabilities.

That is probably true. Some banks are reportedly now ready to sign deals anyway but are reluctant to be the first out of the starting gate for fear of setting inappropriate precedents.

But there are other problems as well. Contractors at one flagship scheme, Swindon & Marlborough's plans for the £20m rebuilding of its Princess Margaret hospital, have had to find a new greenfield site, indefinitely delaying a project which now requires a new design and new costings.

More serious, however, has been the issue of affordability. Several hospital trusts have found themselves unable to pay for projects that meet their original specifications.

In part this has been due to contractors not submitting detailed bids at the preliminary stage. But a bigger problem has been that many cash-strapped health authorities, which provide trusts with the bulk of their annual income, are unable to commit to provide enough money to finance the deals.

As a result, Swindon, together with other trusts



Cash-strapped: health authorities, which provide hospital trusts with most of their annual income, cannot commit to providing enough money to finance deals. Tony Andrews



Stephen Dorrell: last November he said he expected deals to emerge at a rate of at least one a month

such as North Durham Acute, has had to cut back on its original proposals after discovering that it cannot afford the payments necessary to fund a project meeting its original specifications.

Analysts warn that as many as 10 trusts could be affected with the gaps ranging between £1m-£5m a year for the life-time of the 30 year contracts.

Such problems have proved highly frustrating to health managers who are anxious to get projects up and running. According to Marco Cereste, chairman of the NHS Trust Federation, an umbrella group for trusts, what is needed is a clearer focus from the department of health.

"There must be a better selection process for PFI projects," he says. "The simple truth is not all projects are suitable. The assumption that they are - pursuing obvious non-starters - wastes public and private resources."

That message has started to hit home, and Mr Neill now admits that some of the projects will probably not get off the ground through PFI.

"Affordability is an absolute limit," he says. "We have already got schemes where we don't think PFI is going to work."

Mr Neill also agrees that the initial process followed by the department of health in launching PFI was flawed. Instead of trying to rush as many deals as possible through to preferred bidder, he says it would probably have been more sensible to

target a few pathfinder projects that could then have acted as examples for new ones.

However he insists that the problems should not be seen as a failure for PFI. "What would be a failure is

deal and the principals involved in the front-running projects remain convinced that it is only a matter of time before the first few contracts are finally signed.

"New problems do seem to crop up, but we are slowly getting there," says one banker closely involved in several negotiations.

There have been some other silver linings amid all the heavy cloud. In April, the Treasury agreed that VAT incurred in PFI schemes could be reclaimed - without which even many of the strongest projects would be threatened by affordability problems.

Some 40 smaller deals, ranging from IT projects to incinerators and car parks, have been signed, bringing the total up to about £300m.

Even troublesome smaller projects such as pathology units - controversial because they are a form of clinical services - have been successful.

And in the meantime, people involved in negotiations on the front-running hospitals such as South Buckinghamshire and the £170m Norfolk and Norwich plan for a new district general hospital are still optimistic that the first big contract will be signed shortly.

However, even then, Mr Neill acknowledges that this will not automatically mean that a successful blueprint for future deals has been created.

"The first few deals will have different structures," he warns. "It is not expected that those will be a one-size-fits-all exact template."

**'It would be entirely wrong to suggest it's PFI or nothing'**

if we kept going back to the market with the same type of projects. It would be entirely wrong to suggest it's PFI or nothing."

Despite all the setbacks, however, no preferred bidders have yet pulled out of a

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6 PRIVATE FINANCE INITIATIVE: EDUCATION AND TECHNOLOGY

Education: by Jonathan Ball

# Sector starts to take note

Though only recently targeted, education is waking up to the scheme's benefits

While claims of success are being made by government ministers, PFI in the education sector has only been targeted since the end of last year and its total yield will depend on the spending decisions of universities, colleges, local authorities and schools. The government estimates that more than £1bn could emerge over the next three years.

Specialist PFI Units have been established in the Higher Education Funding Council for England (HEFCE), the Further Education Funding Council (FEFC) and the Funding Agency for Schools (FAS). The HEFCE and the FEFC have drawn up lists of PFI pathfinder projects, and at the end of 1995 the Treasury's Private Finance Panel Executive established a unit devoted to the development of PFI in education.

In the schools sector, PFI is an emerging factor in the provision of schools capital. The Department for Education and Employment (DfEE) is working to facilitate the introduction of PFI into schools by developing pathfinder projects in conjunction with local authorities, the dioceses and grant maintained schools.

The first two pathfinder projects - Pimlico School in London and St Wilfrid's Church of England High School in Blackburn - have received government support towards project costs.

Pimlico is a £20m project for the design, construction, operation and maintenance of school buildings, and St Wilfrid's entails the relocation of the school to a new greenfield site. A project is also under way at Colfox School in Bridport.

The DfEE expects PFI to play an increasingly important role in the funding of school capital projects. So far, the newly independent colleges of the sector have attracted more than £100m of private sector investment. The FEFC has named 11 projects as pathfinders:

- Carlisle College;
- Clarendon College, Nottingham;
- Tynemouth College;
- Waltham Forest College;
- West Cumbria College;
- City of Liverpool Community College;
- Canterbury College;
- Newbury College;
- Stoke on Trent College;
- South East Essex College;
- Stockton and Billingham College.

"The projects are at varying stages of procurement," says Phil Head, head of the PFI unit in the FEFC. "Among the most advanced are at Clarendon College and Waltham Forest, where in both cases the announcement of the preferred bidder is imminent."

The Clarendon project is a £12.6m scheme for the acquisition and refurbishment of a building with associated facilities management, while Waltham Forest is a DBFO (design, build, finance, operate) contract for the relocation of the schools of engineering and automobile engineering. Discussions with a potential partner are

taking place at Carlisle College.

The FEFC has also published a projects register listing 488 potential PFI projects at 172 colleges at a value of £650m. Universities and higher education colleges are similarly pursuing the scope for partnerships with the private sector. The HEFCE has named 10 projects as pathfinders:

- Bournemouth University;
- Essex University;
- Falmouth College of Arts;
- Leeds Metropolitan University;
- Leicester University;
- Nottingham Trent University;
- Portsmouth University;
- Bloomsbury Consortium (School of Oriental and African Studies);
- Southampton Institute;
- Westminster University.

"The HE [higher education] sector is beginning to realise the opportunities PFI procurement can offer to their institutions," says Natalie Norminton of the Private Finance Panel Executive.

One of the largest ventures in higher education is



In the schools sector, PFI is an emerging factor in the provision of capital

a £123m redevelopment to provide teaching and research accommodation for King's College London and the United Medical and Dental Schools (UMDS), which are merging under the Tomlinson Report recommendations. Dr Lynn Carlisle of the UMDS says: "We are currently engaged in an exclusive negotiating period with one tenderer, and we expect to be able to name our preferred partner very shortly."

Another major project is a £20m review of the residence

portfolio at Westminster University. "We have appointed advisers to help us compile the shortlist of bidders," says Alan Strang, project manager at the university. "We are at present reviewing the timetable for the project, but we intend to select our preferred bidder by the end of February 1997."

The HEFC has set up a database of potential PFI projects and interested private investors. Total borrowing within higher education

from the private sector is estimated at £1.6bn, and this is being supplemented increasingly by funds from the private sector through PFI arrangements.

A typical partnership approach is Greenwich University's £12m BOOT (build, own, operate and transfer) scheme for student accommodation, which was officially opened by Gillian Shephard, the secretary of state for education and employment, on 1 October.

Such PFI-type projects in

universities involve the private sector in sharing financial risks and assuming management responsibility for new or refurbished buildings over an extended period.

PFI is attracting interest from specialist concerns such as the Rotch Funding Group and Nord Anglia Education, who are actively exploring funding mechanisms and the scope for facilities management in education respectively.

"It has been a steep learning curve for all concerned," says Henry Dallal, director with Rotch, which is assisting bidders with funding on seven education projects. "Every PFI deal is different and inevitably complex."

Kevin McNeany, chairman of Nord Anglia, says: "What PFI seems to be missing is an operating partner or facilities manager from the education sector, which is the role we are adopting in the various consortia of which we are members."

"Over the next 12 months we expect colleges to look more closely at PFI and realise they can outsource things they have been doing themselves to people who can do it more efficiently and cheaply."

Information technology suppliers: by Paul Taylor

# New risks with new rewards

Views vary on the costs and benefits brought by the initiative to the IT sector

For the leading information technology services suppliers in Britain, the Private Finance Initiative, launched by Norman Lamont in late 1992, has provided both new opportunities and new risks.

Under the PFI, private sector companies often grouped together into consortia, have begun to take on the risks of developing and delivering IT systems for the public sector in return for payments generally linked to the volume of business.

PFI's supporters claim it is enabling government to

tap new technology to raise efficiency, cut costs and improve quality of service provision.

For example, in May this year a consortium led by ICL, the UK-based computer and computer services group majority owned by Fujitsu of Japan, was awarded a government contract worth more than £1bn to link Britain's 20,000 post offices by computer - a contract the government hopes will also help it fight benefit fraud.

Aside from ICL, the winning consortium - dubbed Pathway - also includes Girobank, De La Rne, the security printing company, and An Post, the Irish Post Office. The computer network - to be phased in over the next two to three years - will be the largest of its

type in Europe, handling 1bn payments, worth £60bn, each year.

The contract, which will run for eight years, is one of the largest awarded under the PFI and includes the provision of £200m of computer equipment and operating costs of about £1bn. It was hailed by the Treasury as a critical advance for the PFI, even though severe delays in the contract negotiations were a source of some controversy.

The winning consortium, which beat two other contenders - one led by Andersen Consulting and the other by International Business Machines - is believed to have won the contract because of its competitive pricing and willingness to assume greater risk than its two main rivals. Pathway is

assuming all risks associated directly with the operation of the automated system, including an element involved with the encashment of benefits through the new card.

As Peter Lilley, the social security secretary, noted, the consortium would be committed to taking "a significant share of the risk" of payment fraud if the new benefit payment system was "cracked". Meanwhile, almost all of Pathway's revenue will depend on use, giving the consortium a strong incentive to introduce the system speedily and maximise use from sources other than the Benefits Agency.

Government officials have hailed the contract as "path-breaking" in the degree of risk transferred under the project from the public to the private sector - risk transfer is central to the government's claim that PFI provides better value for money than traditional public sector procurement.

In support of this argument the government and officials cite the agreement earlier this year by Andersen Consulting to pay the government about £12m in compensation for its failure to deliver the full service promised to the Department of Social Security from next February through the new computerised national insurance records system (NIRS2) - another IT related PFI project.

Andersen Consulting which won the £100m NIRS2 contract, was forced to renegotiate it after admitting that it could not meet its

commitments because of development difficulties. While the Treasury claims the compensation is a triumphant demonstration of the PFI's success in passing the risk for project delays to the private sector, critics argue that the delay in full implementation of the system showed that PFI projects are no more reliable than old-style public procurements.

Meanwhile, the time and expense involved in negotiating PFI contracts has also become an issue. For example, when the three consortia were shortlisted for the Post Office project last July, a winner was promised by the start of this year. In the event an announcement was not made until mid-May.

Meanwhile bidding costs for the three consortia have been estimated at more than £50m for the private sector alone.

Even PFI supporters such as Sema Group, the

Anglo-French computer services company, argue that many projects that have gone through the lengthy PFI process were unsuitable and have subsequently had huge costs with little return.

"PFI will work better when the supplier is required to provide the complete service, or is given the flexibility to provide a major service element of a capital project," argues Vin Sumner, Sema's public sector marketing director. "It is more likely to fail if suppliers are asked to only look at infrastructure-led projects."

Mr Sumner also argues that while it is correct to assume that the IT supplier, "is in the best position to manage some risk, the level of risk transferred to the supplier needs to be appropriate and manageable."

Others have complained that the PFI discriminates against smaller suppliers

wanting to bid. "The high costs involved in the bidding process, the levels of security and good standing required of the successful supplier, and the levels of risk to be handled by the private supplier, all work in favour of larger suppliers," says David Barrett an IT specialist with lawyers Dibb Lupton Broomhead.

"Therefore, smaller organisations need to find different ways of participating - perhaps as part of a consortium, or as a stakeholder in a joint venture, or as a subcontractor to a prime PFI contractor."

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Prisons: by Alan Pike

# Builders escape worst problems

## Negotiating with a single agency has made it easier for consortia to strike deals

Private sector managers, struggling with tortuous negotiations on PFI contracts, may sometimes feel like competitors in an unwinnable board game where every throw of the dice lands them on "Go to Jail".

But a visit to jail such as those being built at Fazakerley, Liverpool, and Bridgend, South Wales would restore managers' spirits.

The two prisons, Altcourse at Fazakerley and Parc at Bridgend, were the first large capital projects to be finalised under the Private Finance Initiative. They prove that, however great the difficulties that have been encountered in negotiations on some early PFI schemes, success is possible.

Work started at Altcourse at the beginning of the year. With the 19 buildings on its campus-style development already taking substantial shape, there are prospects of the prison being ready for occupation within two years of the contract being signed, a fast timetable compared with conventional prison building projects.

The Altcourse contract was won by Fazakerley Prison Services, a consortium of Tarmac and Group 4, which has also been chosen as the preferred bidder to design, build, finance and manage two new Secure Training Centres for persistent juvenile offenders proposed by the government.

Parc will be built and run under the PFI by Securicor Custodial Services, a consortium of Securicor, John Selfert, WS Atkins, Costain and Skanska International.

The private sector already manages a small group of state prisons, and operates escort services taking prisoners to and from court. This has enabled companies such as Group 4 and Securicor to gain some experience of providing custodial services, which until the 1990s were entirely public-sector activities. But Fazakerley and Bridgend are the first examples of the private sector financing, designing and operating entire prisons.

Although the government's introduction of private management in prisons remains controversial -

prison reform groups protest that only state servants should be entitled to supervise individuals who are deprived of their liberty - PFI has entered the Prison Service considerably more smoothly than some other Whitehall departments.

"Dealing with the Prison Service, a single, central agency, has certainly been an advantage," says James McCormack, assistant managing director of Tarmac's PFI unit. "Things are far more fragmented and potentially more difficult in areas such as health, where services are managed through a large number of separate institutions."

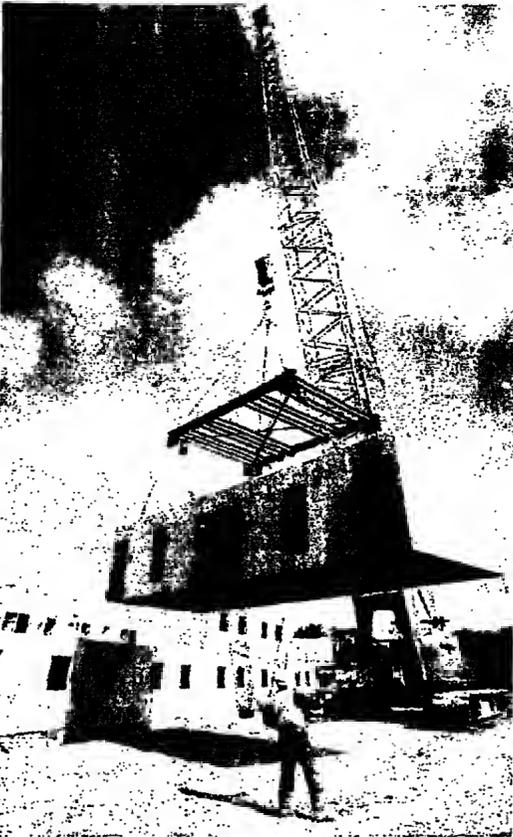
This does not mean the Prison Service negotiations were routine. One of the biggest difficulties arose over the government's initial insistence that its standard corrupt gifts clause should be included in the contract. This has the effect of allowing the government to terminate a contract without compensation at any time if it obtains evidence that bribery has taken place.

"Such a clause might be acceptable to a company supplying paper cups to a government department, but our bankers simply refused to entertain it on a 25 year long contract for an investment of this size," said Bruce Johnston, a partner with Wilde Septe, the solicitors representing Group 4 and Tarmac in the negotiations. After long discussions involving the Prison Service, Treasury and the Private Finance Panel, a compromise was agreed.

A further problem arose over insurance. Since Altcourse and Parc will be Britain's first privately-owned prison buildings, there is no precedent for what would happen if the operators ever found themselves unable to obtain insurance cover, particularly against riots. This problem, said Mr Johnston, was eventually resolved by the government agreeing to become insurer of last resort if, through no fault of the contractor, insurance became unavailable in the market.

However, Neville Stuns, group chief executive of Tarmac, emphasises that not all difficulties in PFI negotiations involve conflicts between the public and private sectors.

"Private sector partners have to reach agreement among themselves as well. Tarmac's board takes the idea of entering into 25 or 30 year commitments very seriously. We are talking about large scale projects,



Precast units being craned into position at Fazakerley

involving private sector partners from different backgrounds who may not have worked together before, and commercial relationships with banks. Getting everyone's agreement in these circumstances is bound to take time and effort."

Altcourse will give Tarmac and Group 4 a showcase to promote further ventures into judicial services. Its campus design, with buildings occupying 20 acres of a 66 acre site, will accommodate 600 inmates in six two-storey house blocks. Factory-made units of four cells, with built-in ducts for electrical and plumbing services, are constructed

at Tarmac Precast Concrete's Somerset works and are craned into position on site. This technique is expected to shorten the building programme by several months. Construction costs are about £70m.

Parc prison will house 800 prisoners, and the Securicor consortium plans to operate it in liaison with community institutions; prison education and training programmes will be provided by Bridgend College, and medical services by Bridgend and District NHS Trust. Under the terms of the PFI contracts, both prisons will become government property after 25 years.

Defence: by Quentin Carruthers

# Deals lie behind the frontline

## Contracts are reserved for non-combat services and works projects

PFI shelters somewhere behind the frontline in defence. As in the health sector, where PFI is restricted to construction and non-clinical services, so in defence PFI is reserved for non-combat services and works projects. The risks of failure are less catastrophic and specifications can be relaxed to allow for the "innovative solutions" expected of a PFI leader.

Of the few Ministry of Defence contractors that have been awarded through PFI so far, two concern the provision and servicing of defence support vehicles: the £35m RAF white fleet project was awarded to Lex Service in July 1996, and the £27m project for the provision of material handling equipment (MHE) to depots was awarded to Cowie Interleasing in September 1996.

A third defence support vehicle project - the £50m replacement of 3,000 vehicles in the army white fleet in Germany - is at preferred partner stage, with Ryder and its sub-contractor Peterson Howell Heather having signed contracts, subject to further successful negotiations in January.

Under the terms of the MHE project, Cowie will provide and maintain equipment that includes forklift trucks, tractors and trailers, while under the RAF white fleet contract, Lex will purchase most of the current white fleet (non-front line vehicles) used at RAF stations across the UK, numbering some 2,750 RAF cars, vans and mini-buses, and will be responsible for providing and servicing replacement vehicles.

Housing and office accommodation has also been considered acceptable for PFI treatment. Two projects for

providing managed accommodation at RAF Cosford and RAF Halton are in early stages of PFI procurement, and another £64m project to provide a joint services staff college has reached shortlist stage.

However, one bidder - led by Tarmac - has dropped out, leaving three parties in the running: Laing and Serco, the "Quality Command" consortium led by WS Atkins; and Taylor Woodrow.

Increasingly, the MoD is turning to PFI for the procurement of training services and facilities. On October 1, FBS was announced as the preferred partner in a

mis, the Training Administration Financial Management Information System contract, was awarded to EDS Defence in August.

The £25m project involves the installation of an IT system to provide financial reporting and management support for the Army Individual Training Organisation.

Tafmis is one of a number of PFI projects to which EDS, the US-owned multinational, has become involved. EDS is also one of the two bidders shortlisted for the £60m project to implement a payroll system for the combined armed forces, the other bidder being Siemens.

In the IT field, the same bidders compete across every government department, and the differences between government sector become a secondary consideration.

In mid-September, for example, the Treasury announced that EDS had been awarded the seven-year contract for the provision of a new Local County Court System (LOCCS), with a £20-25m bid estimated to be about half the price of tenders submitted by its two rivals, Siemens Business Services and Sama Group. In the transport sector, EDS is a member of the Transys consortium that has been left as de facto winner of London Underground's £200m Prestige ticketing project, after the withdrawal of the other bidder Syntegra, a subsidiary of BT.

BT has stayed in the running for the Defence Fixed Telecommunications System project, estimated to be worth £1bn over the 10-year life of the contract. BT, the incumbent supplier of the system, has said nothing about its final bid for the contract, but Racal, a veteran MoD supplier acting in the "Rampart" consortium alongside Logica and WS Atkins, has made a strong pitch to win the project. A decision on the winner is imminent.

### Tafmis is one of a number of PFI projects in which EDS has become involved

£400m programme to provide aircraft and support facilities for a helicopter flying school based across Shawbury and Middle Wallop.

The FBS consortium comprises FR Aviation, Bristow Helicopters, and Serco. "It [the contract] means stability for our staff and its excellent news for our local area," says Peter Ashleigh-Thomas, the chief executive of FBS. "Overall there will be significant job increases."

One of the competitors that lost out in the bidding for the helicopter flying school, Short Brothers, is up against the FR Aviation-Serco combination again, in the bidding for a £30m project to provide flying training and support services for the RAF. The announcement of a preferred partner is expected to be made in early 1997.

Information technology is another field that appears to lend itself to PFI in every government department, the MoD being no exception. Taf-

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## 3 PRIVATE FINANCE INITIATIVE: PROPERTY AND INDUSTRY

Property: by Simon London

# New landlords take on the risk

The building and managing of government offices is being farmed out

The provision of government office accommodation is arguably the most fertile ground in which the Private Finance Initiative can take root.

The introduction of private capital into public sector property is neither new nor politically contentious. As some of the UK's largest office occupiers, government departments are keen to distance themselves from the messy business of owning and managing buildings.

Their eagerness to embrace PFI was increased earlier this year by the abolition of Property Holdings, the central agency which managed government office space. Instead, departments assumed full responsibility for their own accommodation, advised by Property Advisers to the Civil Estate, a new and much smaller agency.

Private sector bidders are also familiar with the principles of providing and servicing offices for government tenants. Unlike health or education, the skills required to build and manage offices are widely available in the private sector. The challenge has been to assemble consortia to manage projects from start to finish.

Early experience suggests that successful PFI bidders need to include skills in construction, property development, facilities management and finance.

The Exchequer Partnership selected as preferred bidder to refurbish the Treasury headquarters in Whitehall includes Stuart Lipton, the property developer, Bovis, the construction company, Chesterton, the property agent and facilities manager, and Hambros, the merchant bank.

While the Treasury contract is regarded as a PFI flagship because of its high profile, a number of provincial projects are further advanced. The Department of Social Security has chosen a consortium led by Amec, the construction group, to rehouse 13,000 Contributions Agency staff in Newcastle. Tyne & Wear, in a contract worth about £150m.

On a smaller scale, the Inland Revenue announced that it had selected a consortium led by construction company Mowlem to provide a new building for 630 staff in Bootle, Merseyside. The Inland Revenue has also selected its preferred bidder to provide new build-

ings in Manchester and Stockport. Customs & Excise is close to finalising a contract in Southampton. The unanswered question is how these contracts will be financed. In each case the winning consortium is being asked to commit to much more than the provision of a building for fixed rental payments. In line with the risk-transfer ethos of the PFI, private sector consortia will also provide facilities management services, and in some cases provide the government with more flexible terms than under conventional commercial property leases. These features differentiate PFI contracts from traditional property contracts, which offer landlords a predictable flow of income over as much as 25 years. Instead, payments by the government - known in PFI jargon as accommodation charges rather than rent - will depend on the satisfactory provision of services. This helps explain why most large landlords - such as property companies and institutional investors - have been reluctant to embrace private finance projects. From a financing perspective, the deals have more in common with project finance.

Funding for PFI projects will have to come in several stages. Finance will be required to provide cash for the construction of new buildings. Long-term debt will have to be put in place to refinance these construction facilities once the tenant starts to pay regular

accommodation charges. But the structure of PFI leases means that the private sector operator can not be sure of receiving a fixed rental income. At Newcastle, for example, the DSS has demanded options to vacate buildings in future if it faces a substantial reduction in manpower.

Private sector bidders will have to decide how much of the income is reliable enough to service senior debt, with the remainder of

the cost supported by mezzanine finance and equity. Most larger transactions are likely to involve capital markets with the issue of bonds or commercial paper. The single most ambitious property-related project is the DSS's proposal to transfer to the private sector more than 700 offices across the country. This represents virtually the entire DSS estate outside Newcastle. The contract to provide and service accommodation for

up to 25 years could be worth up to £3bn-£4bn. The department decided to go for a "big bang" approach, rather than splitting the estate into regional packages, in the hope of providing a transaction large enough to attract international capital.

The initial response to its proposals suggests that this objective has been achieved. Four of the six bidders on its shortlist are led by overseas financial institutions. The DSS hopes later this month to select three candidates to go forward to a final round of bidding. It is still too early to tell whether the large-scale approach will be a success or not. So far the bidders know very little about the detailed structure of the DSS estate or the potential value of the assets. But if the department can succeed with such a large-scale transfer of assets, the implications for the UK property market could be significant. Other government departments are doubtless wondering whether they should follow the trail blazed by the DSS. In theory most office buildings occupied by departments could be transferred in the same way. Large private sector office occupiers such as utilities and financial services companies must also be considering the PFI route, complete with risk transfer and flexible leases.



Flagship contract: the Exchequer Partnership has been selected as preferred bidder to refurbish the Treasury headquarters in Whitehall

Brendan Carr

Industry attitudes: by Alan Pike

# Public sector changes its role

PFI may see the state turning into a contractor rather than a service provider

PFI will transform more than the capital budgets of public authorities if, as is probable, it is here to stay. The spread of the initiative would further dilute the notion of public services as they were once traditionally defined - delivered by public employees from publicly-owned buildings.

It would accentuate a shift, which has been in progress since the introduction of competitive tendering, towards the public sector becoming a contractor rather than provider of services. Monitoring contract standards is developing into a

fundamental new responsibility for public authorities, and PFI will increase pressures on the public and private sectors to plan and work together.

The impact on companies that are involved in PFI promises to be equally profound. Some of the consortia that have been set up to bid for early contracts are consolidating their individual skills within firm, lasting PFI partnerships.

It is probable that the new PFI management companies will emerge, or develop from established facilities management groups.

While PFI is an innovation in its precise form, many of the skills needed to operate public sector schemes are long-established in facilities management companies such as Serco, whose corporate

development director, David Steeds, was this month recruited as chief executive of the Private Finance Panel executive.

Increased financial capacity will also be required if

The CBI report warned that PFI was in 'urgent need of tuning'

PFI's development is not to be stunted by insufficient equity.

But PFI must first demonstrate that it is going to become a central feature of future public procurement, rather than a relatively mar-

ginal scheme. Ministers believe it will eventually prove as influential as privatisation - and that Britain's PFI expertise will become sought-after internationally - but the business community is still waiting to be convinced.

In the summer, an influential report by the Confederation of British Industry gave unhesitating backing to the principles of PFI but warned that it was in "urgent need of tuning and better management".

The report spoke of a "deep frustration at the waste of resources occurring as both the public and private sectors scale the learning curve".

Considerable consultation took place between CBI and Treasury officials while the report was being compiled, and some industrialists

were disappointed that Kenneth Clarke, the chancellor, did not immediately pick up on its recommendations when he addressed a CBI conference that was held to coincide with its publication.

Many industrialists are warning privately that the degree of willingness to overcome the obstacles to PFI's progress shown by ministers this autumn will be vital in retaining the confidence of the business community.

The CBI report addressed both practical log-jams to PFI's growth and many of the wider issues associated with its introduction - business was deeply concerned, it warned, that PFI was being "misused as an additional excuse for the government to cut back on capital investment."



Waltham Forest Housing Trust. PFI will encourage public and private sectors to co-operate

David Jones

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مركز من القبول

Transport by Charles Batchelor

# Public funds secure deals

Government money has been allocated to keep two significant projects on track

The transport sector has provided some of the largest and most spectacular deals to be carried out under the government's private finance initiative in recent months.

It has also been the source of some innovative financing deals, which the bankers and advisers involved believe will be adopted by other PFI sectors.

The prospect of a change in the way PFI schemes are arranged if Labour wins the general election due by May 1997 does not seem to have dampened private sector interest in the initiative.

This is in part because Labour has said it will continue with what it calls "public private partnerships" and partly because it is unclear how Labour would handle them differently.

Labour does speak of using public funds "to generate the maximum social return," which suggests there might need to be a greater public sector input, and of setting out a clearer policy framework for projects, which would also be welcome.

But its idea of "achieving a better division of risk between contractors, operators and investors" raises more questions than it answers. The government has already been accused by the private sector of attempting to transfer too much risk.

Yet retaining more con-

trol, and presumably more risk, in the public sector suggests there would need to be an increase in the size of a Labour government's contribution to individual projects. However, Labour has made clear it has no extra funds to devote to transport.

The present government, meanwhile, is attempting to push ahead with its PFI programme as fast as possible. A £3bn contract to build the 68-mile Channel tunnel high speed rail link was signed with the winning consortium in March while the deal for the smaller Docklands Light Railway Lewisham extension, valued at about £220m, was concluded earlier this month.

But for all the government's optimism about the private sector taking over the financing and management of large infrastructure projects, it has had to temper its hopes with realism.

The private sector has not been willing to put in the large sums originally expected by government ministers because of the long-term nature of transport projects and the frequently slow payback.

This has meant that both the Channel tunnel rail link and the Lewisham DLR extension, which the government hoped would be funded fully in the private sector, have required public funds. The 99-year concession to build and operate the high-speed rail link was won by the London & Continental Railways consortium with the promise of a government cash injection of £1.4bn as well as the transfer of ownership of the Eurostar train services and large areas of railway land.

Eurostar was intended to provide an income stream

during the early years of the project before the line was opened but in the initial stages it has proved a burden on the consortium, losing up to £20m a month. LCR is strengthening the marketing of services however and hopes to reach break even by the first half of 1998.

The high-speed link will allow international express trains to run at speeds of up to 170mph in the UK and cut more than 30 minutes off journey times between London, Paris and Brussels. When the link opens in 2000, the Channel tunnel itself will have been in operation

**The consortium has to spend £2bn of its own money before a contribution is made by the government**

for nine years though the delays have more to do with government dithering in the early planning stages than the length of the PFI negotiations.

The seven consortium members have committed an initial £100m in equity capital to the project and have financial commitments from their bankers for the rest of the £150m-plus needed for the first stage of the project. Stock market funds will be tapped when the company seeks a listing in early 1998.

Although the government has been forced to put taxpayers' money into the venture, the consortium will be

required to spend £2bn of its own money and have completed two-thirds of the project by value before any direct cash contribution is made by the government in 2000.

At the other end of the PFI scale is the Lewisham extension of the Docklands Light Railway, which will take the rail system under the Thames into south London for the first time. The early experience of the DLR, when design failings and the sheer unreliability of performance forced London Transport back to the contractors several times for expensive upgrades, strengthened the government's resolve to do a watertight deal.

Tight performance standards have been imposed on the City Greenwich Lewisham Rail Link consortium which has been awarded the 25-year concession to build and maintain the three-mile link. The consortium will not run the trains - these will be provided by the eventual winner of the seven-year franchise to operate the entire DLR system - but its earnings will depend on the reliability of the network and passenger numbers.

The extension bears some similarities to the highly successful Queen Elizabeth II bridge on the M25 motorway at Dartford. The bridge and its associated tunnel have a monopoly on journeys across the Thames at that point and have earned revenues far above expectations. The construction loan will be paid off eight years early as a result.

A similar near-monopoly on public transport crossings of the Thames at Greenwich will be enjoyed by the link. It is expected to contribute

nearly half the passengers travelling on the DLR network and more than half the total revenues.

The Lewisham extension will be financed in part by a £185m bond with a 9% coupon due between 2006 and 2010 issued by BZW. For the first time in the admittedly short list of PFI bond issues, there is no "credit enhancement" arrangement in place to provide an additional insurance on the risks. Bond issuers pay a fee to a credit enhancement agency which guarantees repayment.

The lack of credit enhancement meant that bond purchasers had to make a thorough assessment of the risks involved instead of relying, in part, on the credit enhancer to cover the risks. Issuing a bond at the outset also locks the construction consortium into a repayment schedule, notes Tim Trehan, managing director for project finance at the Bank of America.

"It will be interesting to see how these bonds compare with the alternative approach of arranging bank finance for the construction period and then refinancing with bonds once it is built. Renegotiating the terms of a bond would be more complicated - if not impossible - than renegotiating a loan deal with the banks."

A 25-year \$165m eurobond issue was used in March to raise part of the finance for the 30-year concessions won by the Road Management Group to upgrade and maintain the A1(M) in Gloucestershire and the A417/A19 trunk roads in Gloucestershire. This was the first time that a PFI scheme had been financed through the capital markets.



Eurostar was intended to supply the consortium an income, but it is losing up to £20m a month

## Public sector changes its role

Continued from page 8  
Even when PFI targets were taken into account, total publicly sponsored capital investment was set to fall 12 per cent in real terms between 1992-93, when the initiative was launched, and 1996-99.

PFI, emphasised the report, was a tool and not a panacea. Resources were wasted when it was applied ineptly or on unsuitable projects. Both the public and private sectors must manage it better by refining policy and processes, adapting culturally and acquiring new skills. Otherwise, warned the CBI, "frustrated workmen will blame the tool - and the initiative will fall victim to target shortfalls, excessive costs and unrealised gains".

The government, commented the CBI, has pursued PFI with "some force". Cuts in conventional capital spending had left the construction industry, in particular, with no alternative but to pursue PFI business. Yet PFI brought together public sector clients and private sector resources in a new and complex way, and force alone would not embed the initiative. The new market needed to be fostered.

Jeremy Peat, chief economist of the Royal Bank of Scotland, is a member of the CBI's PFI steering group which produced the report. He believes "prioritisation and focus", in place of the requirement that government departments must consider all projects as potential PFI schemes, is essential to put the initiative on a firmer footing.

"The scattergun approach may have been appropriate to get PFI started," he said.

"But now the need is to concentrate on projects which are both pressing in national economic terms and make sense as PFI schemes. Focusing on a narrower range of appropriate projects is, in my view, the first crucial step to take."

Mr Peat, himself a former civil servant, understands the constraints that public officials face but argues that there must be a change of culture in the public sector. Candour and attention to minute detail is, he argues,

Favourable PFI project characteristics identified by the CBI

- Output/service delivery chain
  - Substantial operating context within the project
  - Significant scope for additional/alternative uses of the asset
  - Scope for innovation in design
  - Surplus assets intrinsic to transaction
  - Long contract term available
  - Committed public sector management
  - Political sensitivities manageable
  - Risks primarily commercial in nature
  - Substantial deals (through mega-projects have their own difficulties)
  - Complete or stand-alone operations to allow maximum synergies
- Note: none of these conditions will themselves guarantee success but they point in a particular direction and allow for a more informed decision

making PFI negotiations more protracted and expensive than those that take place on either purely private sector or purely public sector projects.

"There is a need for someone very senior in government to act as PFI's watchdog, and guardian, taking real responsibility and making it clear in Whitehall that the government wants PFI deals to happen."

Mr Peat believes that the National Audit Office should be able to examine a range of PFI projects within government departments, rather than being required to conduct examinations on a project-by-project basis.

This would, he suggests, give a clearer picture of how PFI was developing as well as encouraging more flexibility in negotiations. And he says the introduction of model clauses must go a lot further to help reduce the current high level of PFI bidding costs.

The CBI report contains an alluring list of benefits that might flow from PFI:

- Better value for money as the private sector makes capital work at higher capacity, and responds to financial incentives to introduce innovative operating techniques.
- Improved government planning, replacing stop-go capital spending with a steady stream of service payments.
- A new business sector with export potential if the UK became a world leader in PFI deals.

With so much to play for, PFI's supporters hope its promises will not diminish as private sector interest fades amid wrangling over contract terms.

PROFILE Croydon Tramlink

# Trams back on the rails

A revival project is a response to road congestion. But it needs private money

There is a certain irony in the fact that Croydon, a town substantially rebuilt in the 1950s in order to accommodate the car, should be the first suburb in London to welcome back the tram.

However, by late 1999, if everything goes according to plan, Croydon will celebrate the return of trams to the capital after a gap of 48 years.

The last old-style tram, a double-decker, ran in London in 1952. Its contemporary counterpart will be a lightweight single-decker with a low floor to allow easier access and it will contain the latest in electronic systems.

The 99-year Croydon Tramlink concession to build and operate an 18-mile tram network has been won by the Tramtrack Croydon consortium. This comprises:

- CentreWest, a London bus operator;
- Bombardier EuroRail, a train and tram manufacturer;
- Two contractors, Sir Robert McAlpine and Amey Construction;
- 3i, a development capital group; and
- the Royal Bank of Scotland.

Preparatory work, including boring to check the position of gas pipes and electricity cables, has begun

but large-scale construction work will start next year.

Financing of the £200m deal under the private finance initiative will be split roughly equally between the private sector and the government. The project's value comprises £100m of capital costs and £20m of interest charges. In addition, the government will pay for £25m worth of work to move utilities' pipes and cables.

The government had earlier hoped that 70 per cent of finance would come from the private sector. But restrictions on rail ticket price rises introduced at the time of the privatisation of British Rail reduced revenue projections and made a larger public sector contribution necessary.

Even so, 50 per cent represents a larger private sector contribution than occurred on other recent UK tram projects. It reflects the higher level of public transport fares in London and the high forecasts for passenger use because of the congestion experienced on local roads.

Estimates made in 1993 suggested that annual revenues would amount to £14.8m compared with costs of just £5.2m though these figures do not include project financing costs and they have since been revised. More recent numbers are confidential, however.

These figures gave the Tramlink a higher ratio of benefits to costs than any other London transport

scheme with the exception of the Lewisham extension to the Docklands Light Railway.

The finishing touches are still being put to the financing arrangements for the Tramlink, but leasing finance, provided by Lombard North Central, part of the National Westminster Bank group, is expected to account for about 70 per cent of the private contribution with bank debt making up the rest.

The leasing arrangements run for 28 years - the expected life of the trams - though the leases also cover track and other equipment. The bank loans for 20 years are being provided by Dai-ichi Kangyo Bank, RBS and Bayerische Landesbank. Unlike the financing for the Docklands Light Railway extension to Lewisham, agreed earlier this month, there is no bond issue involved.

"This project involves innovative and robust financing which will cover the operational phase as well as the period of construction," says Tony Poulter, head of project finance at Price Waterhouse, advisers to Tramtrack.

The winning consortium has taken on the risks that are associated with the

design, financing, maintenance and operation of the system. Its financial forecasts depend on passenger numbers reaching the 25m-28m a year which have been forecast.

The Croydon Tramlink will make use of disused or under-used railway track for part of the route but will run through central Croydon at street level.

The routes will form a three-pointed star linking Wimbledon to the north-west of Croydon town centre with New Addington to the east and Beckenham Junction to the north-east. A fourth short spur goes to Elmers End in the north-east. The construction of Croydon Tramlink is in part a response to a lack of orbital routes around London, where the train and underground networks in the outer suburbs mainly provide radial links to the town centre, and to the inflexibility of rail services. Buses provide most orbital routes but they suffer from road congestion.

Croydon will become the fourth British city to install a modern tram network after Manchester, Sheffield and Birmingham. Manchester led the revival of the tram with its first line in 1992, running on former railway track for

large parts of its length in the outer suburbs. It is now working on several extensions.

Meanwhile, construction of Birmingham's Midland Metro network began last November.

The UK scrapped its trams and electrically powered trolley buses in the 1950s in favour of diesel-powered buses while many European cities retained and modernised their networks. In the US cities such as Denver, Cleveland, Baltimore and St Louis have installed modern tram systems.

The revival of the tram owes much to increasing car congestion, the environmental acceptability of the tram and its popularity with passengers. For passengers, trams represent a better guarantee of a long-term, reliable service than buses.

They are much more expensive, however, and for this reason the government has warned that there are limits on the number of cities where they can be built. Private finance is also a pre-requisite for new tram systems.

Charles Batchelor

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## 10 PRIVATE FINANCE INITIATIVE: SCOTLAND

## Taking root

Continued from page 1  
The reason for these delays has been wide-ranging. For example concern by bankers that the liabilities of bankrupt trusts might not be met by government was dampened but not assuaged by emergency legislation passed by the government in March.

And while the first contracts should be signed imminently, officials acknowledge that affordability issues at several projects are now so serious that negotiations for some hospital deals are unlikely ever to be closed.

Some analysts also fear that the problems experienced by the NHS could be repeated in local government and education. "There are difficulties [in these areas] because they are very decentralised with a large number of projects being led by a large number of different bodies," warns Jason Fox, a partner at solicitors Herbert Smith.

Nevertheless, the government is confident it can avoid the pitfalls that have delayed the first hospitals by targeting flagship projects more carefully to establish successful templates.

Although many contractors believe schemes such as schools or university residences are too small to be worth spending a lot of money on full bids - John Laing for example has announced it will no longer bid for any project worth less than £30m - experiments are under way to see if several projects can be pooled to create the necessary economies of scale.

And while the present difficulties may still seem pressing, a vision of what kind of companies would best respond to a PFI-driven future is starting to emerge.

One of the most significant events of the past year has been the establishment of dedicated investment funds for PFI projects. BZW, Charterhouse and CIBC Wood Gundy have set up their own groups and the first independent PFI fund, Innisfree, closed in September after raising £85m from institutional investors.

Provided the trend continues, the introduction of

these independent equity contributions to PFI projects will allow overstretched contractors to recycle capital more rapidly. "It should end capacity constraints," says one analyst. "Contractors are really not the right people to be holding equity."

That leaves the door open for the creation of a new class of "infrastructure owning" companies driven by operators, such as big facilities management firms, rather than the contractors. Other firms with substantial experience in infrastructure and service provision, such as the privatised utilities, could also become big players in the market.

The impetus for such a development derives from the fact that while most attention focuses on the capital cost of projects, the real money in PFI is derived from the service payments.

The Treasury estimates that the potential PFI projects so far identified by the Private Finance Panel have a combined capital value of at least £25bn, compared to a Net Present Value for their cumulative service costs of between £40-60bn.

Reflecting this David Metter, managing director of Innisfree, says investors are more likely to target companies that specialise in PFI as a sector rather than individual projects. "The new wave of PFI firms is only just emerging," he says. "Ultimately they are going to represent a new asset class for institutional investors."

However, even optimists admit that the development of such companies will take some time - and is dependent on the first wave of PFI projects getting successfully up and running in all sectors. That in turn requires not only new project signings but visible success on those already under way.

Alastair Ross Goobey, chief executive of Hermes and chairman of the Private Finance Panel, says this will take time. "The critical judgment will be after five years as to whether you have got value for money in the form of services delivered more efficiently and effectively than would otherwise be the case."



A bit steep: construction of the Skye Bridge. Many people object to paying the £5.20 toll

Ashley Ashwood

Scotland: by James Buxton

## Public image at a low point

Costly tolls on the Skye Bridge have not given PFI a good name in the country

The Skye bridge enjoyed a rare piece of good publicity the other day. The Scottish Office announced that the number of vehicles using it in its first 10 and a half months of operation was 18 per cent higher than those using the ferries before it opened, and that coach traffic was up 40 per cent.

The bridge is the first example in Scotland of the private finance initiative. It was financed by a consortium of the construction companies Miller Group of Edinburgh and Dywidag of Germany who built it, with Bank of America. Skye Bridge Ltd hopes to pay off its £25m debt in about 15

years through tolls.

But a one-way crossing by a car in summer without a season ticket costs £5.20 which on Skye is considered very steep for a bridge whose central span is only 500 metres long. Many people object to paying tolls altogether and a test appeal by a man fined for refusing to pay should come to court soon.

The Skye bridge does little for the public image of PFI in Scotland. But the main concern of construction companies, bankers and professionals in Scotland's substantial PFI industry is the long time it has taken to bring other major Scottish PFI projects to the point of signing contracts.

Scotland is seen by the government as a promising area for PFI because it is compact and because, unlike in England, most projects involve a single government

department, the Scottish Office.

Scottish construction companies and banks have risen to the opportunities both in Scotland and across the border. So have firms of solicitors such as Dundas & Wilson and Shepherd & Wedderburn, which constantly find themselves on different sides in negotiations.

Noble & Co, the Edinburgh finance house, has set up Canmore in partnership with MPM Adams, the Glasgow project managers, to specialise in facilities management contracts.

These in the private sector expect some significant projects to go ahead in the next few months. One of them is the scheme for completing the M6/M74 motorway, which runs from the border to Glasgow.

The Scottish Office wants the final 18 miles to be built

on a design, build, finance and operate basis, with the winning consortium operating 60 miles of new motorway for 30 years. The capital value of the contract is put by the Scottish Office at £130m.

The Scottish Office is now evaluating bids resulting from the tender process and the contract is expected to be let early in the new year, with the winner likely to be either a consortium involving Laing and Tarmac, or one with Sir Robert McAlpine and Taylor Woodrow.

Scotland is unique in Great Britain in still having a publicly-owned water and sewerage industry, after the government backed away from privatising it. Instead it transferred the industry from local authorities to three new water authorities, which must now make big investments to satisfy new

EU quality standards.

The authorities are making a start. The pathfinder PFI project is a £49m scheme to provide sewage treatment services to Inverness and Fort William on a build, own and operate basis.

After long delays, caused partly by the reorganisation process, contracts should be signed shortly between the North of Scotland Water Authority and Catchment, a consortium that includes Bechtel, Morrison Construction and North West Water.

Once it is signed the pattern should have been set for two other big schemes: the £132m Almond valley trunk sewer and Seafield sludge incineration projects for East of Scotland Water Authority and the £58m Shieldhall and Daldowie sludge treatment centres for West of Scotland Water Authority.

In the health sector con-

tracts have been let on three small projects in Scotland but the major ones have further to go and may be afflicted with the same problems of affordability that are delaying hospital PFI schemes in England.

A consortium that includes BICC, Morrison Construction and Royal Bank of Scotland has been named preferred bidder for a new hospital to replace Edinburgh's Royal Infirmary, a scheme whose capital value has been put at £180m.

For another big Edinburgh scheme - to refurbish the Western General hospital, a consortium involving Miller Group, Building and Property Facilities Management and Scottish Hydro-Electric has been named preferred bidder.

Morrison Construction, which secured a stock exchange quote last year, has made a serious effort to equip itself to win PFI contracts - it initially set up its own PFI forum and recruited former cabinet minister Lord Parkinson to chair it.

But Mike Martin, who is in charge of PFI contracts, complains about the long time it has taken to move from pre-qualifying to signing a PFI contract on a road in England. "It took about two years. We can't possibly continue with this level of time and expense," he says.

"Under the normal contract procedure it would cost Morrison only about £30,000 to bid for a £30m to £40m contract. But these early projects it is costing us about £2m.

"Half the money," he explains, "is spent putting in the bid, and the other half is spent after the bid has gone in. That is OK if by then you are the only bidder. But there is now a tendency to negotiate with two bidders which I regard as a step too far."

Jeff Thornton, head of the Royal Bank of Scotland's public sector finance group, acknowledges that "it does take an inordinate amount of time, because we are breaking new ground. The very high legal bills being paid are partly a function of the novelty. At least with DBFO on roads we are getting into our stride. Now we need progress on water and sewerage, and the government must push the hospital projects along."

"Government and cooperation are in all things the laws of life."

John Ruskin (1819-1900).

DBFO Roads

Adviser to the Highways Agency on the first 8 DBFO road projects.

Benefits Agency and Post Office Counters Limited

Adviser to ICL Pathway

Government Offices, Great George Street

Adviser to Exchequer Partnership plc, preferred bidder for the redevelopment of the Treasury Building in Whitehall.

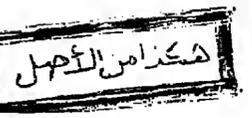


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هكزان التمويل



# Lebed sacking sends D-Mark sliding

## MARKETS REPORT

The dollar reached a four-and-a-half-month high against the D-Mark in London last night after news broke that Russian President Boris Yeltsin had fired Alexander Lebed, his national security adviser.

The D-Mark tends to suffer from perceived Russian turmoil because of the geographic and trade links between Germany and Russia.

The dollar closed three-fifths of a penny higher in London at DM1.543. A flurry of US economic data had little impact on the market, with traders awaiting Friday's trade figures.

Starting gained in the dollar-pound market, closing 1.3 pence up at DM2.449.

Russian political tensions reduced some of the D-Mark's early gains against the Spanish peseta and the Italian lira. The D-Mark had

risen against the "Club Med" currencies thanks to fresh statements by Bundesbank officials that countries wanting to qualify for the single European currency would have to meet strict fiscal and monetary criteria. The D-Mark closed four-fifths of a lira off at 1,998, and 0.13 pesetas higher at 84.24 ptas.

In a sign of the pressure on the peseta and the lira, Italy yesterday set up a "strategic committee" for the introduction of the euro. The country said this showed how determined it was to join the single European currency at the earliest entry date. With Prime Minister Romano Prodi meeting German Chancellor Helmut Kohl in Bonn last night, Italy is striking back against

speeches by Bundesbank directors this week that suggested the lira had little chance of being in the first group for European monetary union.

The foreign exchange markets have become less confident that Italy and Spain will be in the first wave of entrants, but there is little sign of the peseta and lira collapsing, currency analysts said yesterday. Mr Paul Megyesi, senior currency economist at Deutsche Morgan Grenfell in London, said: "Convergence isn't quite dead, but perhaps what is dead is the convergence euphoria you had after the Italian budget."

But he added: "So long as investors believe that Spain and Italy will ultimately participate in monetary union, there is still money to be made in their bond markets." That would be true even if the countries only qualified for Emu in 2002 rather than in 1999, Mr Megyesi said.

## CURRENCIES AND MONEY



He said that the lira and the peseta rebounded in the afternoon largely because of their own strength. The sacking of Lebed was little more than a catalyst, its impact on the market, though genuine, should not be overstated.

Mr Nick Parsons, currency analyst at Paribas Capital Markets in London, added: "We've seen Russian rumours put four or five big

figures on the dollar previously. This time people don't think there's a serious problem in Russia." The foreign exchange markets were currently tracking bond markets, which had reacted fairly calmly to the Lebed news, he added.

Mr Parsons said the dollar and sterling were nearing the end of their bull runs against the D-Mark. The dollar would face technical resistance at its year high of DM1.5484. This was because the Bundesbank would be unwilling to see the US currency rise above that to a level where it would threaten German bond prices and create inflationary risks, Mr Parsons said.

He believes the next barrier for sterling was DM2.47. Mr Parsons said: "At that level the balance of risk really does favour profit taking and perhaps a speculative short position."

Pressure on Sweden to join the European exchange rate mechanism grew after Mr Hans Tietmeyer, the Bundesbank president, repeated that a link with the ERM was necessary for countries wanting to join the single European currency. The Riksbank, Sweden's central bank, is thought to have intervened in the market twice this week to keep the Swedish crown within a narrow band against the D-Mark. But domestic political pressures make it hard for Sweden to join the ERM on the short term, currency analysts said.

## POUND SPOT FORWARD AGAINST THE POUND

| Oct 17      | Closing mid-point | Change | Oct 17 | High    | Low     | One month | Three months | One year | Bank of England |
|-------------|-------------------|--------|--------|---------|---------|-----------|--------------|----------|-----------------|
| Japan       | 172.208           | +0.089 | 230    | 172.286 | 172.003 | 171.773   | 3.0          | 171.300  | 2.3             |
| Belgium     | 50.412            | +0.254 | 126    | 50.670  | 50.312  | 50.312    | 2.9          | 50.082   | 2.7             |
| Denmark     | 9.388             | +0.056 | 77     | 9.445   | 9.331   | 9.365     | 2.2          | 9.348    | 2.1             |
| France      | 16.729            | +0.037 | 182    | 16.766  | 16.691  | 16.715    | 1.8          | 16.688   | 1.8             |
| Germany     | 8.756             | +0.027 | 182    | 8.783   | 8.729   | 8.756     | 2.4          | 8.728    | 2.3             |
| Italy       | 2.491             | +0.016 | 481    | 2.507   | 2.475   | 2.443     | 2.7          | 2.434    | 2.7             |
| Spain       | 16.729            | +0.037 | 182    | 16.766  | 16.691  | 16.715    | 1.8          | 16.688   | 1.8             |
| Switzerland | 1.543             | +0.002 | 34     | 1.545   | 1.541   | 1.543     | 1.0          | 1.543    | 1.0             |
| US Dollar   | 1.543             | +0.002 | 34     | 1.545   | 1.541   | 1.543     | 1.0          | 1.543    | 1.0             |

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

| Oct 17      | Closing mid-point | Change | Oct 17 | High    | Low     | One month | Three months | One year | JP Morgan |
|-------------|-------------------|--------|--------|---------|---------|-----------|--------------|----------|-----------|
| Australia   | 10.869            | +0.041 | 580    | 10.910  | 10.828  | 10.812    | 2.2          | 10.809   | 2.2       |
| Canada      | 1.730             | +0.025 | 820    | 1.755   | 1.705   | 1.710     | 2.5          | 1.705    | 2.5       |
| Denmark     | 9.388             | +0.056 | 126    | 9.445   | 9.331   | 9.365     | 2.2          | 9.348    | 2.1       |
| France      | 16.729            | +0.037 | 182    | 16.766  | 16.691  | 16.715    | 1.8          | 16.688   | 1.8       |
| Germany     | 8.756             | +0.027 | 182    | 8.783   | 8.729   | 8.756     | 2.4          | 8.728    | 2.3       |
| Italy       | 2.491             | +0.016 | 481    | 2.507   | 2.475   | 2.443     | 2.7          | 2.434    | 2.7       |
| Japan       | 172.208           | +0.089 | 230    | 172.286 | 172.003 | 171.773   | 3.0          | 171.300  | 2.3       |
| Spain       | 16.729            | +0.037 | 182    | 16.766  | 16.691  | 16.715    | 1.8          | 16.688   | 1.8       |
| Switzerland | 1.543             | +0.002 | 34     | 1.545   | 1.541   | 1.543     | 1.0          | 1.543    | 1.0       |
| US Dollar   | 1.543             | +0.002 | 34     | 1.545   | 1.541   | 1.543     | 1.0          | 1.543    | 1.0       |

## CROSS RATES AND DERIVATIVES

| Oct 17      | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 |
|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Belgium     | 100    | 18.60  | 18.41  | 4.855  | 1.969  | 4846   | 5.446  | 20.58  | 486.1  |
| Denmark     | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| France      | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Germany     | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Italy       | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Netherlands | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Spain       | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Switzerland | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| US Dollar   | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |

## EXCHANGE CROSS RATES

| Oct 17      | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 | Oct 17 |
|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Belgium     | 100    | 18.60  | 18.41  | 4.855  | 1.969  | 4846   | 5.446  | 20.58  | 486.1  |
| Denmark     | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| France      | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Germany     | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Italy       | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Netherlands | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Spain       | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| Switzerland | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |
| US Dollar   | 100    | 6.575  | 6.50   | 0.819  | 2.078  | 2.004  | 2.927  | 11.06  | 219.8  |

## D-MARK FUTURES (MM) DM 125,000 per DM

| Dec | Open   | Settle | Change  | High   | Low    | Est. vol | Open int. |
|-----|--------|--------|---------|--------|--------|----------|-----------|
| Dec | 0.8518 | 0.8520 | +0.0002 | 0.8532 | 0.8516 | 18,354   | 70,865    |
| Mar | 0.8550 | 0.8568 | +0.0018 | 0.8586 | 0.8563 | 259      | 2,295     |
| Jun |        | 0.8600 | +0.0000 | 0.8600 |        | 12       | 603       |

## JAPANESE YEN FUTURES (MM) Yen 12.5 per Yen 100

| Dec | Open   | Settle | Change  | High   | Low    | Est. vol | Open int. |
|-----|--------|--------|---------|--------|--------|----------|-----------|
| Dec | 0.9882 | 0.9891 | +0.0009 | 0.9914 | 0.9872 | 12,678   | 72,269    |
| Mar | 0.9109 | 0.9111 | +0.0002 | 0.9111 | 0.9109 | 348      | 1,997     |
| Jun |        | 0.9215 |         | 0.9215 |        | 14       | 214       |

## UK INTEREST RATES

| Oct 17               | Overnight | 7 days | One month | Three months | Six months | One year |
|----------------------|-----------|--------|-----------|--------------|------------|----------|
| Interbank Sterling   | 0.2       | 0.2    | 0.2       | 0.2          | 0.2        | 0.2      |
| Bank of England      | 0.2       | 0.2    | 0.2       | 0.2          | 0.2        | 0.2      |
| Local authority dep. | 0.2       | 0.2    | 0.2       | 0.2          | 0.2        | 0.2      |
| Discount Market dep. | 0.2       | 0.2    | 0.2       | 0.2          | 0.2        | 0.2      |

## EMU EUROPEAN CURRENCY UNIT RATES

| Oct 17      | Rate against Euro | Change on day | % chg. on week | % spread | Div. yield |
|-------------|-------------------|---------------|----------------|----------|------------|
| Ireland     | 0.78214           | +0.00018      | -1.54          | 3.23     | 10         |
| Finland     | 5.94581           | +0.00001      | -0.09          | 2.66     | 7          |
| Spain       | 162.480           | +0.00001      | -0.02          | 0.86     | 2.52       |
| Netherlands | 2.19214           | +0.00001      | -0.21          | 1.33     | 2          |
| Belgium     | 36.36010          | +0.00001      | 0.06           | 0.81     | 10         |
| Australia   | 13.4383           | +0.00001      | -0.07          | 0.73     | 0.91       |
| Germany     | 1.91007           | +0.00001      | -0.14          | 0.72     | 0.91       |
| Denmark     | 6.78580           | +0.00001      | -0.07          | 0.72     | 0.91       |
| France      | 6.56528           | +0.00001      | -0.07          | 0.72     | 0.91       |

## THREE MONTH STERLING FUTURES (LFFE) £500,000 points of 100%

| Dec | Open  | Settle | Change | High  | Low   | Est. vol | Open int. |
|-----|-------|--------|--------|-------|-------|----------|-----------|
| Dec | 93.94 | 93.93  | -0.01  | 93.94 | 93.90 | 22,504   | 101,765   |
| Mar | 93.75 | 93.77  | +0.02  | 93.77 | 93.74 | 27,146   | 61,022    |
| Jun | 93.49 | 93.50  | +0.01  | 93.50 | 93.45 | 21,858   | 75,825    |
| Dec | 93.29 | 93.30  | +0.01  | 93.30 | 93.27 | 16,196   | 48,805    |
| Dec | 93.03 | 93.02  | -0.01  | 93.06 | 92.95 | 6,793    | 36,778    |

## THREE MONTH EURO-DOLLAR (MM) \$1m points of 100%

| Dec | Open  | Settle | Change | High  | Low   | Est. vol | Open int. |
|-----|-------|--------|--------|-------|-------|----------|-----------|
| Dec | 94.38 | 94.38  | +0.03  | 94.38 | 94.35 | 78,959   | 481,974   |
| Mar | 94.26 | 94.31  | +0.04  | 94.33 | 94.27 | 123,581  | 372,420   |
| Jun | 94.14 | 94.18  | +0.05  | 94.20 | 94.12 | 68,380   | 275,943   |

## BASE LENDING RATES

| Bank                                 | Rate | Bank                 | Rate | Bank                   | Rate |
|--------------------------------------|------|----------------------|------|------------------------|------|
| Aden & Company                       | 5.75 | Cyprus Popular Bank  | 5.75 | NatWestminster         | 5.75 |
| Allied Irish Bank (IB)               | 5.75 | Dunelm Lawrie        | 5.75 | Paribas                | 5.75 |
| Bank of Ireland                      | 5.75 | Exeter Bank Limited  | 5.75 | Royal Bank of Scotland | 5.75 |
| Bank of Scotland                     | 5.75 | Finlandia & Gen Bank | 7.00 | Singer & Friedlander   | 5.75 |
| Bank of Cyprus                       | 5.75 | Genbank              | 5.75 | Swedish Widows Bank    | 5.75 |
| Bank of Greece                       | 5.75 | HSBC Bank AG Zurich  | 5.75 | TSB                    | 5.75 |
| Bank of London                       | 5.75 | HSBC Bank AG Zurich  | 5.75 | United Bank of Kuwait  | 5.75 |
| Bank of Montreal                     | 5.75 | HSBC Bank AG Zurich  | 5.75 | Western Trust          | 5.75 |
| Bank of Paris                        | 5.75 | HSBC Bank AG Zurich  | 5.75 | Whiteway Ladbroke      | 5.75 |
| Bank of Spain                        | 5.75 | HSBC Bank AG Zurich  | 5.75 | Yorkshire Bank         | 5.75 |
| Bank of Sweden                       | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the Netherlands              | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the Philippines              | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the Virgin Islands           | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the Cayman Islands           | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the Turks and Caicos Islands | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the British Virgin Islands   | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the Turks and Caicos Islands | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |
| Bank of the British Virgin Islands   | 5.75 | HSBC Bank AG Zurich  | 5.75 |                        |      |

## US TREASURY BILL FUTURES (MM) \$1m per 100%

| Dec | Open  | Settle | Change | High  | Low   | Est. vol | Open int. |
|-----|-------|--------|--------|-------|-------|----------|-----------|
| Dec | 94.84 | 94.83  | -0.02  | 94.85 | 94.83 | 90       | 4,097     |
| Mar | 94.81 | 94.83  | +0.04  | 94.84 | 94.81 | 61       | 1,280     |
| Jun |       | 94.87  | +0.04  | 94.87 | 94.81 | 514      | 1,787     |

## EURO-DOLLAR (MM) \$1m points of 100%

| Dec | Open  | Settle | Change | High  | Low   | Est. vol | Open int. |
|-----|-------|--------|--------|-------|-------|----------|-----------|
| Dec | 94.38 | 94.38  | +0.03  | 94.38 | 94.35 | 78,959   | 481,974   |
| Mar | 94.26 | 94.31  | +0.04  | 94.33 | 94.27 | 123,581  | 372,420   |
| Jun | 94.14 | 94.18  | +0.05  | 94.20 | 94.12 | 68,380   | 275,943   |

## EURO-DOLLAR (MM) \$1m points of 100%

| Dec | Open  | Settle | Change | High  | Low   | Est. vol | Open int. |
|-----|-------|--------|--------|-------|-------|----------|-----------|
| Dec | 94.38 | 94.38  | +0.03  | 94.38 | 94.35 | 78,959   | 481,974   |
| Mar | 94.26 | 94.31  | +0.04  | 94.33 | 94.27 | 123,581  | 372,420   |
| Jun | 94.14 | 94.18  | +0.05  | 94.20 | 94.12 | 68,380   | 275,943   |

## EURO-DOLLAR (MM) \$1m points of 100%

| Dec | Open | Settle | Change | High | Low | Est. vol | Open int. |
|-----|------|--------|--------|------|-----|----------|-----------|
| Dec |      |        |        |      |     |          |           |

COMMODITIES AND AGRICULTURE

Bumper US harvest lifts freight rates

By Deborah Hargreaves

Shipping rates for commodities moved sharply higher yesterday, pushing the Baltic freight index up 23 points to 1,118 after a 19 point rise on Wednesday.

The index is moving from its lowest point for two years, hit on September 25, and although shippers believe rates could move higher in the short term, a flood of new ships is likely to keep them low next year.

Mr Basil Mavrouleou at Bray Shipping, who is chairman of the index committee, said: "The freight market is moving up very fast at the moment, but it's coming from a very low level. Two weeks ago we were looking at laying off ships. The market was diabolical."

The current increase in freight rates reflects a rush of US grain to the market following this year's bumper harvest. The supply of carriers in the Pacific is tight as shipping in the Asian market has picked up and this has fed through to rising rates in the Atlantic.

The Baltic freight index is calculated by using rates on 10 international routes for dry bulk shipping of commodities such as grain, iron ore and coal. Higher current rates mean, for example, it would cost a shipper \$21.50 a tonne to send grain from the US Gulf to Japan - one of the most popular routes.

A booming freight market in 1995, which saw the index hit its peak in May, has encouraged a lot of new shipbuilding. Most of those carriers will be delivered over the next 15 months, which is likely to depress rates for much of next year.

Some brokers believe China delayed important grain purchases during the summer so as not to contribute to soaring wheat prices. A large purchasing programme by Beijing for the final quarter could support freight rates.

The Baltic index trades as a futures contract on the London International Financial Futures Exchange. The over-the-counter market for forward freight agreements, which give shippers the chance to hedge individual routes, has also expanded in the past year - with three brokers selling the products.

Mr Philippe van den Abeele, freight derivatives manager at Clarkson Wolff, the shipping brokers, said: "Clarkson's forward freight agreements represent some \$30m of freight per month. Many shippers are much more interested in hedging than they were: products like these could change the way the shipping market thinks," he said. He has just begun offering freight agreements for the tanker market, which ships crude oil.

Shippers are looking to develop a new index to cover so-called Handysize ships, which are more flexible than larger carriers.



Source: Clarkson Wolff

SouthernEra put on diamond map

Chris Jennings is an unusual character in the hothouse world of Canadian mining exploration. With grandfatherly charm and a high reputation as a geologist, Mr Jennings doesn't fit the mould of a speculative penny-stock promoter. Like the promoters however, he is eager to persuade lenders, investors and others that Toronto-based SouthernEra Resources is on the verge of becoming a force in the international diamond market.

Mr Jennings, aged 62, is SouthernEra president and owns 10 per cent of the shares. Since he took the reins four years ago, it has acquired stakes in an array of properties in 10 countries, including South Africa, Canada, Venezuela, Angola, Swaziland, Uruguay and Ukraine. According to Mr Jennings, "it's a high-risk business, and we've got to spread our risks".

But SouthernEra's hopes are pinned chiefly on its wholly-owned Klipspringer property in South Africa's Northern Province. A feasibility study is due to be completed in early 1997.

"I'm sure we've got a viable mine there," Mr Jennings says. More than 3,000 carats, mostly of gem quality, have been recovered. They average 0.31 carats and include 15 gemstones of over four carats.

According to Mr Jennings, the 60km-long kimberlite fissure in which the stones have been found is about six times longer than any other in South Africa.

The capital cost of an underground mine is estimated at a relatively modest \$30m. Production costs, estimated at \$25 a tonne, could be held down for up to 20 years by tunnelling horizontally into the side of a mountain.

SouthernEra gained access to needed cash flow last month by teaming up with a small company with sizeable concessions in Angola's rich alluvial diamond fields. Sphere Trading is run by two former South African policemen who found 800 carats of diamonds worth nearly \$1m in one day.

Since then, Sphere has extracted 45,000 carats of diamonds, valued at an average \$920 a carat, from 156,000



Chris Jennings: pinning his hopes on Klipspringer property

benefactors of concessions in Luanda Norte province. Mr Jennings, who has visited Angola four times in as many months, says his partners are among the few diamond hunters not deported in recent weeks.

Angola "is going to be one of the world's leading diamond centres. If peace can hold, the government is very serious," he says.

South African born Mr Jennings worked for many years for Falconbridge, the Canadian metals producer. According to Mr Bill James, Falconbridge former chief executive, he is not a "fly-by-night" promoter.

His reputation has caught the eye of some of the biggest producers. RTZ-CRA, the Anglo-Australian group, is SouthernEra's biggest

shareholder, with 18.25 per cent. Swiss and French banks own 12 to 13 per cent. RTZ is said to have bought its stake partly to return Mr Jennings' favour in introducing it to Aber Resources, a small Canadian exploration group. Aber's property in the Lac de Gras area in the Northwest Territories is on course to become Canada's second diamond mine.

Kennecott Canada, an RTZ subsidiary, has a 60 per cent stake in the Aber property. Mr Jennings, who worked for Aber prior to joining SouthernEra, retains a 1 per cent royalty interest.

The prospect of a mine on the Klipspringer property has lifted SouthernEra's shares, listed in Toronto, from C\$2.27 in January to about C\$9 this week. Mr John Hainey, analyst at Eagle and Partners in Toronto, predicts the price will rise to at least C\$12 if the project goes ahead.

He notes that SouthernEra remains a risky investment. "But it's lower risk than some of the other grassroots stuff out there," he adds.

Bernard Simon

Report warns on cuts in EU tariffs

By Maggie Urry

Cuts in tariffs over the next 12 years will put the European Union's dairy policy "under considerable strain" according to a report by Mr Sion Roberts, a National Farmers' Union economist.

The report concludes: "Increased imports into the EU from the world market could seriously pressure milk prices within the EU." Tariff reductions were agreed as part of the Uruguay Round of Gatt, the predecessor body to the World Trade Organisation, and further falls in tariffs are likely under the next round, depending on negotiations due to begin in 1999.

Mr Roberts outlined three options for EU milk policy. Without compensation, each would result in falls of up to 30 per cent in farmers' gross margins over 12 years.

The first would be to maintain the current regime for as long as possible. Mr Roberts says this is the option most farmers prefer. A second option would be to cut support prices to meet world prices either gradually, accompanied by quota increases, or in one go.

But Mr Roberts argues that gradual price falls would be unlikely to meet the EU's Gatt commitments. A one-off reduction would probably result in a price fall of 25 to 30 per cent. This was the only long-term solution, he said.

The third option would be a system of B-quotas where surplus production could be exported without subsidies, enabling the dairy industry to maintain its current size. However, Mr Roberts says, these exports would depress world prices, with a consequent effect on A-quota milk, and might not be compatible with Gatt.

Aluminium rises on Lebed dismissal

MARKETS REPORT

By Deborah Hargreaves and Robert Corzine

Aluminium prices rose by \$14 yesterday to \$1,355 a tonne on news that Mr Boris Yeltsin, the Russian president, had dismissed Mr Alexander Lebed, his chief of security.

Analysts said the market went into a state of panic buying by those with short positions, on fears that the dismissal in the Russian government could affect aluminium exports. Russia is a leader in the aluminium supply market and exports are expected to reach record levels this year.

Chinese exchange considers agricultural options

The Zhengzhou Commodity Exchange in China said yesterday it was considering launching option contracts for agricultural commodities, Reuters reports from Osaka.

"The exchange has been considering listing options, and the discussions have been fruitful so far," said Mr Wang Xian Li, the exchange's vice-president. "But the Chinese government is very cautious on this, and we would like to think it over thoroughly."

Crude oil prices also firmed on news of Mr Lebed's sacking. The price of the benchmark Brent blend for December delivery was quoted at \$24.15 a barrel in late London trading, up 21 cents on Wednesday's close.

Mr Wang is visiting Osaka to exchange views and study derivatives trading with the Kansai Agricultural Commodities Exchange.

The Zhengzhou exchange currently trades agricultural commodities such as wheat, corn and soyabean. Trading volumes for the nine months to September totalled 32.74m lots, compared with 36.60m for all of 1995.

The firmer Brent price helped bolster gas oil prices, which began to slide on Wednesday after registering sharp gains earlier in the week as a result of high demand, especially in Germany. Gas oil futures on

London's International Petroleum Exchange closed 25 cents up at \$222.75 a tonne.

The sharp increases in crude oil prices over the past few weeks have helped to lift the Opec basket price to lev-

els well above the group's reference price of \$31 a barrel. The basket, an average of seven international crude oils, reached \$23.61 on Wednesday.

Copper prices fluctuated wildly as the market opened stronger on reports of a strike at Kennecott's Utah copper mine in the US. But by mid-afternoon, prices on the London Metal Exchange had slipped from \$1,930 a tonne at the open to \$1,902, before closing near the top of its daily range at \$1,927.

Traders expect today's release of LME stock figures to show another large drawdown, which could lead to a jump in prices. But the overall trend remains gloomy.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Antismagmet Metal Trading)

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes ALUMINIUM 99.7% PURITY, CASH, 3 months, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes ALUMINIUM ALLOY 5% per tone, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes LEAD 5% per tonne, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes NICKEL 5% per tonne, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes ZINC, special high grade, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes COPPER, grade A, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes LME AM Official 2% rates, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes HIGH GRADE COPPER COMEX, etc.

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Gold COMEX, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes PLATINUM NYMEX (50 Troy oz; \$/troy oz), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes PALLADIUM NYMEX (100 Troy oz; \$/troy oz), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes SILVER COMEX (5000 Troy oz; Cents/troy oz), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes CRUDE OIL NYMEX (1,000 barrels; \$/barrel), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes HEATING OIL NYMEX (42,000 US gal.; \$/US gal.), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes UNLEADED GASOLINE NYMEX (42,000 US gal.; \$/US gal.), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes NATURAL GAS NYMEX (10,000 mmbtu; \$/mmbtu), etc.

GRAINS AND OIL SEEDS

WHEAT LIFE (2 per tonne)

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Wheat Life, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes WHEAT CBT (5,000bu; mrc; cents/50bu bushel), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes MAIZE CBT (5,000 bu; mrc; cents/50bu bushel), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

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Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

SOFTS

COCOA LIFE (5/tonne)

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Cocoa Life, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

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Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE (COCOA) (SDR's/tonne), etc.

MEAT AND LIVESTOCK

LIVE CATTLE CME (40,000lbs; cents/lb)

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Live Cattle, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes LIVE HOGS CME (40,000lbs; cents/lb), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes PORK BELLIES CME (40,000lbs; cents/lb), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes LIVE CATTLE CME (40,000lbs; cents/lb), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes LIVE HOGS CME (40,000lbs; cents/lb), etc.

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Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes LIVE HOGS CME (40,000lbs; cents/lb), etc.

LONDON TRADED OPTIONS

ALUMINIUM

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Aluminum options, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COPPER

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE LIFE

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COCOA LIFE

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes SRENT CRUDE

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COFFEE LIFE

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes COCOA LIFE

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes SRENT CRUDE

JOTTER PAD

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes various market data.

LONDON SPOT MARKETS

CRUDE OIL FOB (per barrel)

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Crude Oil FOB, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Premium Gasoline, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Gas Oil, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Naphtalene, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Diesel, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes NATURAL GAS (Pentamer), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Bacton (Dec), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Premium Gasoline, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Gas Oil, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Naphtalene, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Diesel, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes NATURAL GAS (Pentamer), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Bacton (Dec), etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Premium Gasoline, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Gas Oil, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Naphtalene, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Diesel, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes NATURAL GAS (Pentamer), etc.

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Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Gas Oil, etc.

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Naphtalene, etc.

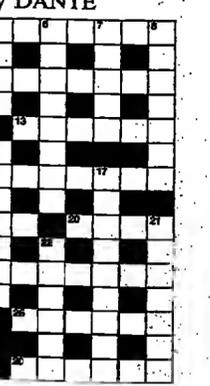
Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Diesel, etc.

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Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes Bacton (Dec), etc.

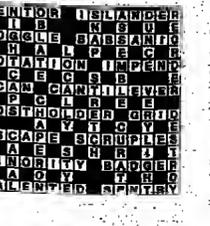
CROSSWORD

No.9,202 Set by DANTE



- ACROSS
1 Jack the taraway? (5)
2 About fifty via to be perfect (8)
3 Ena is flustered in employment, showing apprehension (6)
4 Mother queening for Inter-City travel? (4,4)
5 Didn't stay uninhabited (3)
6 Naturally cold state, but sweet when baked (6)
7 Head for the food (4)
8 Girl's letter, giving the brush off (10)
9 Liberal feast available to lots of people (10)
10 Hitch horse next to entrance to stable (4)
11 Close, so ran back to a disturbance (6)
12 It presses for accommodation next to the club (4,4)
13 Lois dies broke but greatly admired (8)
14 Book intended for the lower classes (6)
15 Source of milk that could give us energy (8)
16 Craft in which wives seldom excel (6)
17 Gaily in the boxer is slightly in the lead? (5,2)
18 Urge boss to obtain security device (5,4)
19 Follow Rex in to make certain (6)
20 Approve of American fashion (4)

Solution 9,201



PRECIOUS METALS

LONDON BULLION MARKET

(Prices supplied by N M Rothschild)

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes Gold/Troy oz, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes Silver Fix, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes Spot, etc.

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes 3 months, etc.

PRECIOUS METALS

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Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes 3 months, etc.

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Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes 3 months, etc.

PRECIOUS METALS

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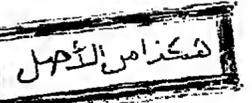
Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes 3 months, etc.

PRECIOUS METALS

LONDON BULLION MARKET

(Prices supplied by N M Rothschild)

Table with columns: Commodity, Price, Change, High, Low, Vol, Open. Includes Gold/Troy oz, etc.



FT MANAGED FUNDS SERVICE

Offshore Funds

FT Citywire Ltd. Trust Prices are available over the telephone. Call the FT Citywire Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

Table listing various offshore funds including Bermuda (SIB Recognised) and Guernsey (Regulated) funds. Columns include fund name, currency, and performance metrics.

BERMUDA (REGULATED)

Table listing Bermuda-regulated funds such as Aon International Funds, Aon International Funds, and Aon International Funds. Columns include fund name, currency, and performance metrics.

GUERNSEY (REGULATED)

Table listing Guernsey-regulated funds including Aon International Funds, Aon International Funds, and Aon International Funds. Columns include fund name, currency, and performance metrics.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey-SIB recognized funds such as Aon International Funds, Aon International Funds, and Aon International Funds. Columns include fund name, currency, and performance metrics.

FT MANAGED FUNDS SERVICE

Main table listing various FT Managed Funds including Aon International Funds, Aon International Funds, and Aon International Funds. Columns include fund name, currency, and performance metrics.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man-SIB recognized funds such as Aon International Funds, Aon International Funds, and Aon International Funds. Columns include fund name, currency, and performance metrics.

ISLE OF MAN (REGULATED)

Table listing Isle of Man-regulated funds including Aon International Funds, Aon International Funds, and Aon International Funds. Columns include fund name, currency, and performance metrics.

Offshore Funds

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ISLE OF MAN (REGULATED)

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Advertisement for 'The Financial Times plans to publish a Survey on Norway on Monday, December 2'. Includes contact information for Kirsty Saunders in London.

Report warns on cuts in EU tariffs. By Maggie Urry. Cuts in tariffs over the next 12 years will put the European Union's dairy market under considerable pressure according to a report by the European Commission. The report, published by the Commission's Directorate-General for Agriculture, says that the EU's dairy market will be severely hit by the removal of tariffs on imports from the United States and other countries. The report also notes that the EU's dairy market is currently in a state of 'structural surplus' and that the removal of tariffs will lead to a significant increase in imports, which will in turn lead to a decline in the price of EU dairy products. The report also notes that the EU's dairy market is currently in a state of 'structural surplus' and that the removal of tariffs will lead to a significant increase in imports, which will in turn lead to a decline in the price of EU dairy products.

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FT MANAGED FUNDS SERVICE

Offshore Funds and Insurances

FT Cyteline Unit Trust Prices are available over the telephone. Call the FT Cyteline Help Desk on (+44 171) 873 4378 for more details.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg funds including Fidelity Funds - Global, Mercury Asset Management S.A., and various international and domestic equity and bond funds.

Table listing Luxembourg funds including American Phoenix Investment Portfolio, Fidelity Funds - Global, and various international and domestic equity and bond funds.

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DAY OCTOBER 18 1996

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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 171) 873 4878 for more details.

Offshore Insurances and Other Funds

Main table listing various fund categories including Global Asset Management, FT Cityline Growth Holdings Limited, In-Pac Asia Pacific Funds Limited, and others. Each entry includes fund name, price, and performance metrics.

SEND US YOUR OWN PAPERCLIP. And while you are at it, please attach your cheque to fund more Macmillan Nurses in the fight against cancer. (Did you know over one million people are living with it?)

OTHER OFFSHORE FUNDS

Table listing other offshore funds such as AT&T Management Ltd, AIA Asset Management, and others, with their respective prices and details.

MANAGED FUNDS NOTES. Please refer to the notes on the previous page for more information on the funds listed in this section.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing various alcoholic beverage companies and their share prices.

BANKS, MERCHANT

Table listing bank and merchant companies and their share prices.

BANKS, RETAIL

Table listing retail bank companies and their share prices.

BREWERIES, PUBS & REST

Table listing brewery, pub, and restaurant companies and their share prices.

BUILDING & CONSTRUCTION

Table listing building and construction companies and their share prices.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchant companies and their share prices.

CHEMICALS

Table listing chemical companies and their share prices.

CHEMICALS - Cont.

Continuation of chemical companies and their share prices.

DISTRIBUTORS

Table listing distributor companies and their share prices.

DIVERSIFIED INDUSTRIALS

Table listing diversified industrial companies and their share prices.

ELECTRICITY

Table listing electricity companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT

Continuation of electronic and electrical equipment companies and their share prices.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of electronic and electrical equipment companies and their share prices.

ENGINEERING

Table listing engineering companies and their share prices.

ENGINEERING - Cont.

Continuation of engineering companies and their share prices.

ENGINEERING, VEHICLES

Continuation of engineering and vehicle companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies and their share prices.

EXTRACTIVE INDUSTRIES

Continuation of extractive industries companies and their share prices.

EXTRACTIVE INDUSTRIES

Continuation of extractive industries companies and their share prices.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of extractive industries companies and their share prices.

FOOD PRODUCERS

Table listing food producer companies and their share prices.

FOOD PRODUCERS - Cont.

Continuation of food producer companies and their share prices.

FOOD PRODUCERS - Cont.

Continuation of food producer companies and their share prices.

GAS DISTRIBUTION

Table listing gas distribution companies and their share prices.

HEALTH CARE

Table listing health care companies and their share prices.

HOUSEHOLD GOODS

Table listing household goods companies and their share prices.

HOUSEHOLD GOODS - Cont.

Continuation of household goods companies and their share prices.

INSURANCE

Table listing insurance companies and their share prices.

INVESTMENT TRUSTS

Table listing investment trusts and their share prices.

INVESTMENT TRUSTS

Continuation of investment trusts and their share prices.

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Continuation of investment trusts and their share prices.

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Continuation of investment trusts and their share prices.

INVESTMENT TRUSTS

Continuation of investment trusts and their share prices.

INVESTMENT TRUSTS - Cont.

Continuation of investment trusts and their share prices.

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INVESTMENT TRUSTS

Continuation of investment trusts and their share prices.

INVESTMENT TRUSTS

Continuation of investment trusts and their share prices.

Rockwell's advanced technology is helping railroads improve performance and promote safety.



MY TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts and their financial details, including names like 'The British Trust for Ornithology' and 'The British Trust for Applied Science'.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies such as 'The Rank Group' and 'The Travel Corporation'.

PAPER, PACKAGING & PRINTING - Cont.

Table listing companies in the paper, packaging, and printing industry, including 'The News Corporation' and 'The Times Group'.

RETAILERS, FOOD

Table listing retailers and food companies like 'Sainsbury's' and 'M&S'.

TELECOMMUNICATIONS - Cont.

Table listing telecommunications companies such as 'British Telecommunications' and 'Telecom Italia'.

AIM - Cont.

Table listing companies on the Alternative Investment Market (AIM).

OTHER INVESTMENT TRUSTS

Table listing other investment trusts and their performance metrics.

LIFE ASSURANCE

Table listing life assurance companies and their policies.

PHARMACEUTICALS

Table listing pharmaceutical companies like 'AstraZeneca' and 'GlaxoSmithKline'.

RETAILERS, GENERAL

Table listing general retailers such as 'Debenhams' and 'Next'.

TEXTILES & APPAREL

Table listing textiles and apparel companies like 'Next' and 'New Look'.

TOBACCO

Table listing tobacco companies such as 'British American Tobacco'.

INVESTMENT COMPANIES

Table listing investment companies and their share prices.

MEDIA

Table listing media companies like 'The Times Group' and 'The News Corporation'.

PROPERTY

Table listing property companies such as 'The Landlord and Tenant Association'.

SUPPORT SERVICES

Table listing support services companies like 'The British Trust for Applied Science'.

TRANSPORT

Table listing transport companies such as 'British Airways' and 'Virgin Atlantic'.

WATER

Table listing water utility companies like 'Thames Water' and 'Yorkshire Water'.

LEISURE & HOTELS

Table listing leisure and hotel companies, including 'The Rank Group'.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies like 'BP' and 'Shell'.

PROPERTY - Cont.

Table listing property companies, continuing from the previous section.

SUPPORT SERVICES - Cont.

Table listing support services companies, continuing from the previous section.

AIM

Table listing companies on the AIM, continuing from the previous section.

AMERICANS

Table listing American companies listed on the London Stock Exchange.

CANADIANS

Table listing Canadian companies listed on the London Stock Exchange.

SOUTH AFRICANS

Table listing South African companies listed on the London Stock Exchange.



GUIDE TO LONDON SHARE SERVICE

Price for the London Share Service delivered by email, part of Financial Times Information. Company classifications are based on the current listing for the FTSE 100. Dividend yields are shown as a percentage of the current share price. Dividend yields are shown as a percentage of the current share price. Dividend yields are shown as a percentage of the current share price.

Vertical text on the right edge of the page, possibly a page number or a small advertisement.

LONDON STOCK EXCHANGE

Firm Wall St and more bid hints lift equities

MARKET REPORT

By Steve Thompson, UK Stock Market Editor

A fresh burst of takeover speculation, coming on top of the good recovery on Wall Street overnight and the US market's opening strength yesterday, helped London's equity market recoup much of the ground lost on Wednesday.

Atlantic, where a bigger than expected fall in US housing starts in September and a rise in weekly jobless claims prompted a firm opening by US Treasury bonds, which in turn lifted the Dow Jones Industrial Average.

There was some uneasiness at the concentration of buying interest in the leaders at the expense of the FTSE 250 and SmallCap stocks. The 250 settled 5.9 up at 4,441.1 and the SmallCap 3.2 firmer at 2,192.1.

many taking the view that there was a strong possibility of a good run towards the end of the year. "We didn't panic when Wall Street was on the way down yesterday, when the domestic institutions preferred to sit back and see how the Dow would finish," said one marketmaker. He added that the market only needed one more of the big runovers to develop for the FTSE 100 to take another substantial step forward.

speculation were powerful driving forces behind Guardian Royal Exchange, the composite insurer. The big takeover story of the day centred on Zeneca, the drugs group, whose shares spiralled upwards amid renewed talk of a bid from Roche.

Keen US buyers of Reuters

Reuters Holdings, the news and financial information group, surprised the market with a sharp spike in the shares shortly before the close of trading yesterday.

forecasts and that compares with Eli Lilly on 21.2 times and Pfizer on 24 times. The US majors are reporting this week and coming up with encouraging figures.

Mr Nick Ward of Credit Lyonnais Laing said Pearson's share price would tread water until there was either better earnings growth or disposals.

prefer stocks to be below £10. Any split would increase liquidity and thus tend to encourage buyers.

tumbled 12p to 294p after the company warned of a poor second-quarter performance. Mining group RTZ also fell 5p to 979p on news of a strike at its Kennecott copper smelter in Utah.

On the trading front, a block of 2m shares traded at 765p ostensibly by Goldman Sachs - led to tightness in the availability of the shares and a subsequent squeeze in the price.

Mr Jason Cripp, media analyst at SGST, said: "Some people are concerned about Pearson's strategy. There was a view that an external candidate with clout was needed to shake things up. Mrs Scardino may be very talented, but we do not know

Barclays touched a new year's high after a string of orders and a seminar for institutional investors and analysts. The shares gained 10p to 986p.

Asda hardened 1p to 113p on the trade of 50m. Analysts said that Asda, the most of other retailers, would gain benefit from improving petrol margins, and the market was realising Tesco's price initiative was not going to affect Asda as badly as at first perceived.

London recent issues: Equities. The FTSE 100 index futures (LIFPE) 225 per full index point. Dec 4082.0 4088.0 +13.0 4077.0 4054.0 14479 85277

Manchester on Tuesday, November 12. For further information on advertising and full editorial synopsis, please contact: Pat Looker Tel: 0161 534 9361. Fax: 0161 532 9248

The United Mexican States Collateralised Floating Rate Bonds Due 2019. NOTICE IS HEREBY GIVEN that the interest rates covering the interest period from October 18, 1996 to April 18, 1997 are detailed below:

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GBP 10,000,000 YORKSHIRE BUILDING SOCIETY Floating Rate Subordinated Notes due 1999. Interest Rate 6.73-438% Interest Period October 15, 1996 January 15, 1997

COMPAGNIE GENERALE DES ETABLISSEMENTS MICHELIN. FRF 1,500,000,000 6 per cent convertible bonds due 1998. NOTICE OF REDEMPTION Pursuant to condition 7 (c) of the Description of the Bonds, the Company has decided to redeem all of the outstanding Bonds on 18th November, 1996.

BANQUE GENERALE DU LUXEMBOURG Agent Bank. CRÉDIT NATIONAL US\$100,000,000 Subordinated collared floating rate notes 2005. For the period 18 October 1996 to 18 April 1997 the notes will bear interest at 5.375% per annum, interest payable on 18 April 1997 will amount to US\$27.17 per US\$1,000.

NOTICE TO BONDHOLDERS OF McDONALD'S CORPORATION French Francs 1,000,000,000 6.75% Bonds due 2006. In accordance with the Description of the Bonds of the Issue, notice is hereby given that the Company has appointed an additional Paying Agent in London which is, as from October 18, 1996: J.P. MORGAN SECURITIES LTD

GIVE US A STAPLE. And don't forget to add your cheque to fund more Macmillan Nurses to help 1,000,000 people living with cancer. (1 in 3 of us will get cancer). Cheque amount £..... made out to 'CRMF (F8)'. Please send to: CRMF FREEPOST LONDON SW3 3BR



Indices and ratios. FTSE 100 4042.1 +17.7 FTSE 250 4444.1 +5.8 FTSE 350 2003.5 +7.5 FTSE All-Share 1882.94 +7.05 FTSE All-Share yield 3.73 3.74

Best performing sectors. 1 Breweries, Pubs & Rest +1.6 2 Pharmaceuticals +1.3 3 Transport +0.7 4 Engineering, Vehicles +0.8 5 Banks, Retail +0.6

Worst performing sectors. 1 Gen Distribution -1.5 2 Tobacco -1.1 3 Water -0.5 4 Banks, Merchant -0.5 5 Extractive Industries -0.5

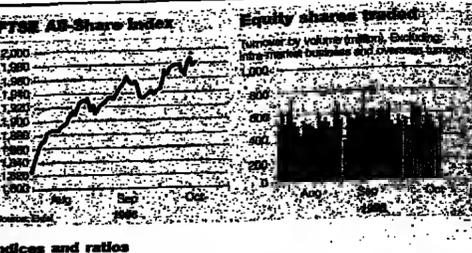
FTSE 100 INDEX FUTURES (LIFPE) 225 per full index point. Dec 4082.0 4088.0 +13.0 4077.0 4054.0 14479 85277

FT GOLD MINES INDEX. Gold Mines Index (21) 1887.26 -0.6 1888.26 1894.47 1.82 -2620.73 1722.93

FTSE Actuaries Share Indices. FTSE 100 4042.1 +0.4 4022.4 4030.8 4038.7 3378.9 3.87 2.05 15.70 151.22 1681.54

Hourly movements. FTSE 100 4032.9 4037.7 4040.9 4038.7 4037.8 4041.1 4038.8 4041.8 4044.3 4031.1

FTSE 350 Industry baskets. Bldg & Constrn 1191.8 1191.9 1191.3 1191.3 1190.9 1190.5 1190.8 1190.8 1191.1 1191.4 -0.3



FTSE 100 INDEX OPTION (LIFPE) 4042 £10 per full index point. Dec 4082.0 4088.0 +13.0 4077.0 4054.0 14479 85277

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Trading Volume. Major Stocks Yesterday. BHP 1,000 485.0 +0.5

FTSE 350 Industry baskets. Bldg & Constrn 1191.8 1191.9 1191.3 1191.3 1190.9 1190.5 1190.8 1190.8 1191.1 1191.4 -0.3

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FTSE INTERNATIONAL logo and contact information.

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

Table with columns for Country, Index Name, High, Low, and Price. Includes sections for EUROPE, ASIA, and OCEANIA.

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Footnote and disclaimer text: 'The FT Free Annual Reports Service... The FT Free Annual Reports Service...'

NEW YORK STOCK EXCHANGE PRICES

36

4 pm close October 17

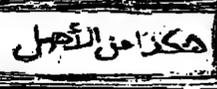
Main table of stock prices with columns for stock name, price, change, and volume. Includes sections for ALCO, BANK, and BREV.

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Advertisement for Hewlett-Packard featuring a large image of a computer monitor and keyboard.



NYSE PRICES

NASDAQ NATIONAL MARKET

Table of NYSE stock prices including columns for stock name, price, and change. Includes sub-sections for 'Continued from previous page' and 'FT Free Annual Reports Service'.

Table of NYSE stock prices, including sub-sections for 'FT Free Annual Reports Service' and 'FT Free Annual Reports Service'.

Table of NASDAQ National Market stock prices, including sub-sections for 'FT Free Annual Reports Service' and 'FT Free Annual Reports Service'.

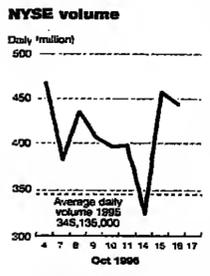
Table of NASDAQ National Market stock prices, including sub-sections for 'FT Free Annual Reports Service' and 'FT Free Annual Reports Service'.

Table of AMEX stock prices.

Advertisement for 'Portugal' featuring the slogan 'Have your FT hand delivered in Portugal' and contact information for the Financial Times.

Bond gains help Dow to rise further

A rising bond market helped most US shares to add to Wednesday's gains at mid-session, in spite of continued declines in the high technology area...



Wednesday's record stock. The American Stock Exchange composite was off 0.04 at 576.48. Volume on the NYSE came to 279m shares.

The technology-rich Nasdaq composite slipped 2.57 at 1,248.05. Several of its largest issues, most of which are trading near all-time highs, gave up some ground.

Caracas remains thin

CARACAS was flat in thin trade, writes Peter Hall, the IBC index falling 6.95, or 0.12 per cent, to 5,827.69 at mid-session.

S Africa picks up from lows

Johannesburg closed off its worst levels in fairly active trade, with industrial retracing some losses on US economic data and golds down on a weak bullion price.

maker fell into the red earlier this year and was expected to reverse its fortunes before 1997.

Orinda HealthCorp edged up 5/8 at \$27 1/2 on news that it had agreed to be acquired by a rival hospital management company, Tenet Healthcare, in a deal valued at about \$1.7bn.

A profits warning hurt shares in General Instrument. Shares in the company dropped 3/4, or 17 per cent, at \$23 1/2 after it said that weakness in the semiconductor sector would cause its fourth-quarter earnings to be flat or modestly below those made in the third quarter.

Most of the 14 sub-groups were down, with mining stocks off 0.60 per cent and conglomerates 0.93 per cent lower. On the upside, merchandising was ahead 0.38 per cent.

ASIA PACIFIC

Post-election WELLINGTON staged its fifth successive gain, with the NZSE 40 Capital index closing 22.73 stronger, at a 32-month high of 2,345.71, in turnover of NZ\$50.5m.

EUROPE

Lagarde lit up the PARIS bourse, celebrating its Thomson victory in champagne style. Its shares, suspended twice limit-up, hit FF175 at peak before closing FF31.50, or 23.7 per cent, higher at FF164.80.

Lagarde lights up Paris bourse

FTSE Actuaries Share Indices

Table with columns for Oct 17, Oct 16, Oct 15, Oct 14, Oct 11, Oct 10. Rows include FTSE Europe 100, FTSE Europe 200, FTSE Europe 300, FTSE Europe 400, FTSE Europe 500.

THE EUROPEAN SERIES

Table with columns for Oct 17, Oct 16, Oct 15, Oct 14, Oct 11, Oct 10. Rows include DM584 Daimler, VW, BMW, Mercedes-Benz, Opel, Renault, Peugeot, Citroen, Fiat, Alfa Romeo, Lancia, Maserati, Ferrari, Lotus, McLaren, Jaguar, Land Rover, Bentley, Rolls-Royce, Aston Martin, Lotus, McLaren, Jaguar, Land Rover, Bentley, Rolls-Royce, Aston Martin.

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Table with columns for Oct 17, Oct 16, Oct 15, Oct 14, Oct 11, Oct 10. Rows include WTI, Brent, OPEC, Asian, Latin America, Africa, Europe, US, Global.

AMSTERDAM

AMSTERDAM featured the biotech company, Artu, and the CD production systems maker, Toolex Alpha, as the AEX index closed 0.74 lower at 589.74.

MOSCOW

MOSCOW took an increasingly cautious view of the day's fast-moving political developments as President Boris Yeltsin responded in talk of a "creeping coup" by sacking his security chief, Mr Alexander Lebed, writes Michael Morgan.

New Zealand stages fifth gain in a row

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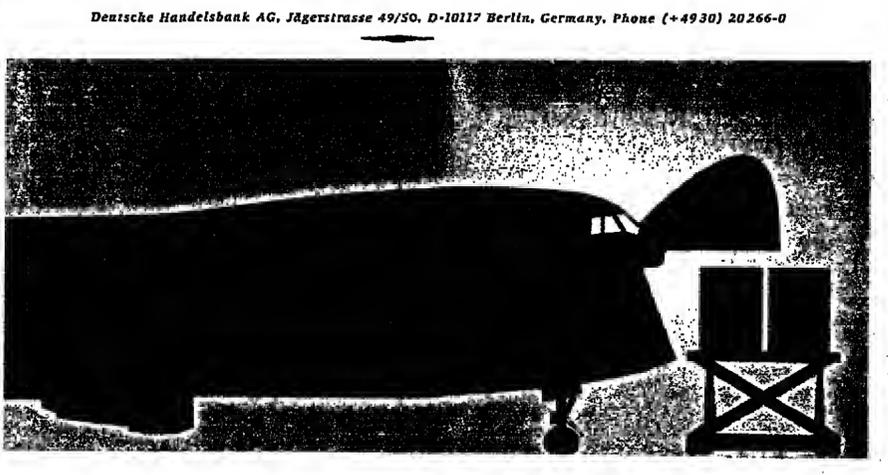
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FT/S&P ACTUARIES WORLD INDICES

Large table with columns for Regional Markets (Australia, Austria, Belgium, Brazil, Canada, Denmark, Finland, France, Germany, Hong Kong, Indonesia, Ireland, Italy, Japan, Korea, Malaysia, Mexico, Netherlands, New Zealand, Norway, Philippines, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, United Kingdom, USA) and World Indices (The World Index, FTSE Actuaries World Index, Standard & Poor's 500 Index, Nikkei 225 Index, Hang Seng Index, etc.).



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